DOCUMENT RESUME

ED 179 956 CS 205 226

AUTHOR Walker, Albert, Comp.
TITLE Public Relations Plans.
PUB DATE 78
NOTE 271p.; A number of pages may not reproduce ; Best copy available

EDRS PRICE MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS Awards; *Business; *Community Programs; Community Relations; Consumer Economics; Hospitals; Improvement Programs; *Organizational Communication; *Program Descriptions; Publicize; *Public Relations; Science Education

ABSTRACT

This packet contains descriptions of a variety of campaigns conducted by agencies for organizations or clients, or directly by the organizations. They were selected for their broad range of purposes and methodologies. The packet contains descriptions of the following campaigns: a campaign designed to build the economy of Orlando, Florida; a hospital community relations program; an aerosol education campaign; a campaign to publicize the opening of a new hospital; a campaign for the consolidation of Jacksonville City and Duvall County (Florida); an awards program instituted to promote high-quality public relations programs; and a program designed to provide public exposure to the major elements of steelmaking. (TJ)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY.

ED179956

PUBLIC RELATIONS PLANS

BEST COPY AVAILABLE

Albert Walker
Compiler

BEST COPY AVAILABLE

Department of Journalism
Northern Illinois University

1978

CS205226

Introduction

Public relations is defined as a planned effort to establish and maintain communication between an organization and its target audiences. The planned effort involves planning and implementing campaigns to achieve pre-determined objectives. The formula generally followed is identified by the acronym RACE, for Research, Analysis, Communication and Evaluation.

This packet contains a variety of campaigns conducted by agencies for organizations or clients, and directly by the organizations themselves. They were selected for their broad range of purposes, and methodologies.

This packet contains the following campaigns:

Orlando Area Chamber of Commerce, by Harshe, Rotman and Druck

Greater Orange Park Community Hospital--A Community Relations Program, by Orange Park Community Hospital

Aerosol Education Campaign, by Harshe, Rotman and Druck

Holy Cross Hospital Campaign for the Opening of a New Hospital, by Harshe, Rotman and Druck

A Campaign for the Consolidation of Jacksonville City and Duvall County, by the City of Jacksonville

Campaign for an Urban Action Clearinghouse, by the Chamber of Commerce of the City of Jacksonville

Campaigns in the Paul B. Zucker Awards Program, by Ruder and Finn

Gary Works Bicentennial Open House, by the United States Steel Corporation

Albert Walker
Compiler
Department of Journalism
Northern Illinois University

Orlando Area Chamber of Commerce

Harshe-Rotman & Druck, Inc.

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY

Harshe-Rotman & Druck,
Inc.

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."

CS205226

To: David Ferguson, APR, Chairman
32nd SILVER ANVIL AWARDS COMPETITION
PUBLIC RELATIONS SOCIETY OF AMERICA, INC.
845 Third Avenue, New York, N.Y. 10022

Do not write in this space

It is requested that the entry accompanying this form be entered in the Silver Anvil Awards Competition. A check for $40.00 in payment of entry fee is attached.

Name of organization for which program was carried out: ORLANDO AREA CHAMBER OF COMMERCE

Address 75 Ivanhoe Blvd., Orlando, Fla. 32801 (Street) (City)
Florida (State) 32801 (Zip Code)

Name of assisting agency or counseling firm, if any Harshe-Rotman & Druck, Inc.

Name of person authorized to submit entry: Eric Manterfield (Name) Group Supervisor (Title)

Company Harshe-Rotman & Druck, Inc.

Address 300 East 44th Street, New York (Street) (City)
New York (State) 10017 (Zip Code)

Telephone 212-661-3400 (Area Code)

Category Number 2 a ☐ b ☐ c ☑ d ☐ e ☐
(Insert category number and check proper box)

Signature Eric Manterfield

PRSA Silver Anvil Entry for 1975: THE ORLANDO AREA CHAMBER OF COMMERCE
(Category: 2c - Trade Associations)

--OBJECTIVES:

In 1970-1972, the Orlando area, comprised of Orange, Osceola and Seminole Counties, ranked irst in the nation in labor force growth, with 45,000 new jobs. But by January 1975, the rlando area was one of the most overbuilt in the nation. It had more than 3 million square feet of empty plant and warehouse space and about 1½ million square feet of empty office space, much of it brand new. The vacancy rate in apartment complexes of 40 or more units stood at more than 25%. Of nearly 8,000 condominium units built or under construction about 5,000 were vacant. If a thousand families arrived in the area they could have had their choice of brand new homes.

To compound the area's woes, the gas shortage of 1973-1974 had cut heavily into tourist and convention revenues. Occupancy rates among still expanding hotel and motel enterprises had sunk well below break-even levels. The follow-up recession was a second hammer-blow to the economy, drying up interest among corporations interested in new plant and warehouse sites, as well as further reducing tourist and convention travel to central Florida.

The Orlando Area Chamber of Commerce determined to galvanize community support for a bootstrap program that would return the total community to a leadership position in attracting industry and making the Orlando area one of the great tourist destinations, with its world spectaculars of Walt Disney World and the Kennedy Space Center along with numerous other theme parks and unique attractions within 90 minutes of the city of Orlando. A fund raising drive energized by the Chamber produced $150,000 for the first year of a three-year campaign, and Harshe-Rotman & Druck, Inc. was retained.

Following extensive research by HR&D among business and other community leaders, it was agreed that the central objective was to win national attention from corporations, plant site consultants and other influencers on industrial development for the very special "bargains" the rlando area offered beyond its climate appeal; and to gain growing interest among the public [illegible] large and the travel trade for the unique advantages of the area as a world vacation and holiday destination. The agency's time to achieve these objectives was allocated at about 50% for industrial development, 25% for tourism and conventions, 15% for attracting new residents and about 10% for assisting the Chamber in winning the local community's understanding and support in welcoming industry and tourism.

--METHODS:

The multi-pronged program had overlapping objectives but the common theme of building the local economy required a "barnstormer" event to generate national identification among all target publics, and to help establish the Orlando area as an exciting news source. At the same time, the program demanded highly focussed efforts to gain identification and interest among business and government groups responsible for plant locations; convention and meeting planners the travel trade and tour operators; the general public for vacation travel; and the local community to keep residents informed and to earn their support.

RESEARCH & DOCUMENTATION: A reliable inventory of the overbuilt property available for sale or lease was prepared. It included plant, warehouse, and distribution center space with typical industry descriptions, such as acreage, building size, utilities, access to transportation, etc. Appropriate information also was assembled for houses, apartments and condominium One critical additional fact was established: the rebate available, the discount offered, the cost reduction in effect, and any other special inducements open to prospective buyers. Similarly, an inventory of tourist and convention facilities within a 90-minute drive of the city of Orlando was assembled, costs identified and a calendar of events for the year was put together.

[illegible]LICITY: A massive publicity program was prepared based upon generation of news by creative events, exclusive interviews by selected writers and broadcasters and widespread reporting of facts about the Orlando area by news and trade media.

--RESULTS:

"THE GREAT ORLANDO PROPERTY SALE" - A six-week organized drive to attract industry, win jobs for residents, and to interest out-of-staters in the area was launched on March 14. To establis [illegible]edibility, a sample catalogue listing of property available in all classifications was prominently featured in the press kit. The newsbreak was a feature article in The Wall Street Journal, followed immediately by an AP dispatch which reached as far as Kenya, Mexico and Canada. CBS-TV carried the news nationally on two programs on March 18; the ABC-TV Smith/ Reasoner network news covered the sale on its March 28 broadcast; many radio programs featured the first community-wide property sale. Newspapers of 50,000 circulation in the East and Midwest reported liberally from the press kit. The Congressional Record for May 9 included remarks by Rep. Louis Frey on the community's bootstrap campaign. Technical publications serving corporate plant site finders and consultants and real estate markets featured the unique sale.. ...When the results of 197 solid inquiries were announed on May 6, another outpouring of publicity included an AP dispatch, a news feature on the Newsweek-Washington Post TV network and broad coverage in major newspapers in the East/Midwest target areas and trade journals.

During the year, announcements of company moves to the Orlando area, move-ins of others and plant dedications of those companies which had made earlier decisions to locate in the area were transformed into major news events. Start-up of the Dow Jones & Co. plant capable of printing 60,000 Wall Street Journals an hour by transmission from the Westar I satellite was a notable example. The Government's release of the former SAC base on the McCoy Jetport estside was another, attracting considerable attention in the aerospace industry.

EXCITEMENT FOR THE ORLANDO TOURIST/CONVENTION INDUSTRY:

"Miss Florida," a resident of Orlando, appeared on WABC-TV's "Midday Live" show on Feb. 27, and a centerfold picture appeared the next day in The New York Daily News.

CBS-TV's coverage of the Citrus Open in Orlando included laudatory comments on area attractio following an hour-long helicopter tour provided to CBS sports broadcasters.

The Saturday Review for June 14 featured an article by Katherine Kuh on Tiffany Glass at Rollins College following her participation as a judge in the annual Winter Park Arts Festival.

The New York Times featured the area in "What's Going On in Orlando" for Jan. 11, with the article distributed to The New York Times Syndicate.

Newsday for Jan 18. carried a major travel feature, also arranged well in advance, titled "For Disney Country, A Wider Range."

An attractive poster, prepared by Walt Disney World talent on the entire area was distributed around the country, with Eastern Airlines and other travel companies buying 25,000 to liquidate costs.

SKY, Delta Airlines inflight magazine, published a travel piece featuring Orlando.

Decision was made to produce a mood film entitled "Orlando Suite," script was written, first showings to be in March 1976.

Publicity on the resumed boom in tourism and conventions appeared frequently in newspapers and in travel trades and the three major convention magazines.

"The Great Orlando Tourism Quiz," based on extensive interviews of hometowners, documented residents were unaware of the significant economic impact of the industry, and received extensive coverage locally and in trade journals.

(Through December 1975, 13 companies had announced moves to Orlando, insuring 2,323 immediate
(jobs, with expansion in each case promising more employment. More than 550 inquiries about
(plant sites had been received, an all-time record.....Nearly 20 million visitors came to the
(three-county Orlando area in 1975, a 19% increase over 1974, and they spent about $700
(million, new all-time records both in numbers and economic impact. Of total visitors, con-
(vention and meeting delegates amounted to nearly 293,000 compared with about 123,000 for
(1974. Visitors attracted to the area spent an average of more than $1.6 million per day.

THE GREAT ORLANDO PROPERTY SALE

Plants, Warehouses, Distribution Centers, Land, Offices

Houses ** Apartments ** Condominiums

All On Special Sale From March 15 - April 30, 1975

GREAT SAVINGS TO BRING INDUSTRY,
JOBS AND NEW RESIDENTS
TO THE LAND OF 2,000 LAKES

EXAMPLES OF PROPERTY FOR SALE

INDUSTRIAL PROPERTY -- Light manufacturing, warehouses, distribution centers. Total: Approximately 3 million sq. ft.

INDUSTRIAL PARKS

DESCRIPTION	SIZE	VALUE
Industrial, distribution, office space; all utilities, rail; 5 miles from Jetport; bounded by U.S. 441, 17-92, I-4, Beeline Expressway	4,200 total acres: 700,000 sq. ft. dist. mfg., 250,000 sq. ft. office, 3,000 acres	5-10% off standard sale prices or lease up to 10 years; comp. air fare, accommodations to qualified prospects who buy or lease during sale period

INDUSTRIAL PARKS (Cont'd)

DESCRIPTION	SIZE	VALUE
Light industry, research facilities. All municipal utilities; at I-4 and Florida Turnpike	Portion of total 2,700 acre development; 1,126 acres available, 126,000 sq. ft. office 48,000 warehousing	5-10% off standard prices (minimum)
Manufacturing locations, industrial space. Fully developed sites 1-100 acres; will build to suit for lease or sale; sewer, water, rail	1,200 acres total; 1,050 acres avail. 74,600 sq. ft. mfg. and dist.	5-10% off standard prices (minimum)
Light industry, distribution; offices, all utilities inc. gas; at I-4, near Florida Turnpike	148 acres total	5-10% off standard prices (minimum)
Industrial, distribution, offices, rail; all utilities, curbs, water tower	1,160 acres total; avail: 750 acres. 120,000 sq. ft. industrial dist.	5-10% off established prices. Now $1.00 - $1.25 sq. ft. (minimum)
Office, light mfg. distribution, near major highways	100 acres, 92,400 sq. ft. dist., 36,000 sq. ft. offices	5-10% off established prices. Now $1.00 - $1.25 sq. ft. (minimum)

NOTE: There are 20 other industrial parks in the Orlando area. Most offer concessions similar to those above.

OFFICE SPACE

DESCRIPTION	SIZE	VALUE
High rise, office buildings	Over 100,000 dq. ft. bldgs.	5-10% discount on first year of lease signed through April 30
High rise in suburban office and distribution park as part of planned community development	90,000 sq. ft.	5-10% discount on first year of lease signed through April 30
High rise downtown office building	70,000 sq. ft.	5-10% discount on first year of lease signed through April 30
One-story suburban office building	45,000 sq. ft.	5-10% discount on first year of lease signed through April 30

NOTE: These prime office buildings represent a small portion of the 1.5 million square feet of office space available now in the Orlando area.

SINGLE FAMILY HOMES

DESCRIPTION	VALUE
4 bdrm., 2 bath, screened porch	Was $28,500 Now $25,000
3 bdrm., 2 bath, large kitchen, carpet, walled patio, corner lot	Was $34,400 Now $26,000
3 bdrm., 2 bath, family room, pool	Was $42,000 Now $34,500
4 bdrm., 2½ bath, 2 story, fireplace, family room, pool	Was $45,000 Now $38,500
5 bdrm., 3 bath, double garage, 2,600 sq. ft.	Was $63,000 Now $59,000

NOTE: These are random examples of values to be found now in several thousand homes available throughout the Orlando area in a wide variety of price ranges. Mortgage money is availalbe from 7-3/4% to 8-3/4%.

Homes in the $22,000 range now are coming on the market.

APARTMENTS

DESCRIPTION	SIZE	VALUE
Unfurnished apartments, generally include carpet, central heat and air conditioning, dishwasher, disposal, refrigerator, saunas, 2 pools, 2 recreation buildings	2 bdrm., 2 bath	Was $190.00 Now $159.00
	1 bdrm., 1 bath	Was $160.00 Now $135.00
	3 bdrm., 2 bath	Was $225.00 Now $195.00
186 units, health studio, pools, sauna	2 bdrm., 2 bath	Was $225.00 Now $180.00
	1 bdrm., 1 bath	Was $175.00 Now $145.00
	3 bdrm., 2 bath	Was $250.00 Now $210.00
Tennis courts, saunas, recreation buildings, pools	2 bdrm., 2 bath	Was $185.00 Now $159.00
	1 bdrm., 1 bath	Was $165.00 Now $129.00
Pools, tennis	1 bdrm., 1 bath	Was $165.00 Now $119.00

NOTE: These are but a few examples among a broad selection of new apartment complexes in the Orlando area. In complexes of 40 or more units, there are a total of 28,894 apartments, and 7,818 are vacant.

CONDOMINIUMS

DESCRIPTION	VALUE
Choice of 1, 2, 3 bdrm. villas or townhouses	Priced at $19,940 - $38,000; rent option program during first year in which accumulate 5% down. Buy back program within one year at full investment less 5%.
Choice of 1, 2, 3 bdrm. villas or townhouses	From $25,900 or $34,500, financing available at 7-3/4%. Two year lease with option to buy and if option exercised, $2,500 to $3,000 credited toward down payment; or purchase, pay 20% down, and get a $100 refund each month for first year.
1, 2 bdrm. units, part of planned unit development	$22,000 - $37,000. Lease with option to buy: total rent applied to purchase if option exercised within six months. First six month's rent applied to purchase if option exercised within year. $1,000 rebate on purchase price. 7½% financing with 20% down, 7-3/4% financing with 10% down.
Quadraplex, 2, 3 bdrm. villas and townhouses	Priced from $20,000 - $25,000...reduced as much as $6,000 from last summer. Down payment: pay one per cent down and one percent each month for first four months. Buy back guarantee of full investment within one to two years.

ACREAGE AVAILABLE

Because investment in land may be for early development, for agriculture use, or for long-term investment, no flat statements may be made as to discounts available.

Owners of investment property have not lowered prices, having confidence in continued growth of the Orlando area.

However, there are some properties now available at prices for 40% to 60% less than 12 months ago.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

W YORK
300 E. 44th St.
10017
(212) 661-3400

CHICAGO
108 N. State St.
60602
(312) 346-6868

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

MEMPHIS
100 N. Main St.
38103
(901) 525-2791

DALLAS
Bloom/Harshe-Rotman
& Druck, Inc.
3000 Diamond Park Dr.
P.O. Box 5975 75222
(214) 638-8190

WASHINGTON, D.C.
(Exclusive Affiliate)
David Apter & Associates
1625 K Street, N.W.
20006
(202) 393-2200

FROM: Eric Manterfield (New York Office)

FOR IMMEDIATE RELEASE (3/14/75)

FOR: ORLANDO AREA CHAMBER OF COMMERCE
P.O. Box 1913, Orlando, Fla. 32802

Company Contact: J. Robert Wannall
Orlando Area Chamber of Commerce
305-425-5563

FLORIDA CITY LAUNCHES COMMUNITY-WIDE "SALE"

TO WIN JOBS, INDUSTRY, NEW RESIDENTS

ORLANDO, March 14 -- "The Great Orlando Property Sale," an organized drive to win jobs for residents by attracting industry and to assist out-of-staters to locate here was launched today by Mayor Carl Langford and Orlando Area Chamber of Commerce President Wallace Hughes.

Announced at a city hall meeting today, this is believed to be the nation's first concerted community effort to propel a local economy back to normal through substantial concessions offered by industrial realtors, office space owners, and land developers. The sale will last through April 30.

As recently as 1970-1972, the Orlando area, comprised of Orange, Osceola and Seminole Counties, ranked first in the nation in labor force growth. The twin blows of the gas shortage of 1973-1974, which cut into tourist revenues, followed by the recession, came so swiftly extensive building plans could not be halted in time to prevent an overbuilt situation. Hughes said, however: "This is not a 'distress' sale but a positive community program to offer businessmen who are

- MORE -

considering relocating at some time, and people who'd like to move here, an opportunity to act now while documented savings are available." Mayor Langford added: "Businessmen investigating the advantages of moving here will receive the full support of local government. We're here to talk turkey."

The unemployment rate for the Orlando area now stands at about 9.5% compared with the nationwide seasonally adjusted average of 8.2%. One reason for the disparity is that laid-off workers from out of state come to Florida seeking work.

There are more than 3 million square feet of empty plant and warehouse space and about 1½ million square feet of empty office space, much of it brand new, in the Orlando area. Of nearly 29,000 apartments in complexes of 40 or more units, about 8,000 are vacant. More than 8,000 condominium units are built or under construction and about 5,000 are vacant. An inventory of single-family houses is not available, but Robert Gardner, executive director of the Home Builders Association of Mid-Florida, said: "If a thousand new families arrived in the area tomorrow, they all could move into new homes."

Hughes said the absorption rate to move this inventory of industrial and residential property off the market, based upon recent history, could range from 1½ years for industrial park space to about two years for homes and apartments. "That's why the entire tri-county community is united behind this six-week sale. If the automobile industry can boost car sales by rebates, we can sell businessmen and potential new residents through substantial discounts, rebates and cost reductions."

There are 25 industrial parks in the area, and the six largest offer a 5-10% discount on purchase or lease of existing space to companies interested in light manufacturing, warehousing or for use as distribution centers. One park, with more than 100 present company tenants, offers the 5-10% discount on a lease, even for a 10 year period, and will provide complimentary air transportation and

- MORE -

accommodations in its own resort inn to executives who conclude an agreement. All the parks, plus other owners of plants and warehouses, are offering similar substantial concessions.

Office space owners offer a 5-10% discount off published prices. At present, garden types of one- and two-story office buildings lease for $4.95 to $6.10 per square foot, and high rise office space leases for $6.50 to $8.00 per square foot.

For single-family residences, prices in the Orlando area begin at $24,000 for a new, 3-bedroom home, although some homes at $22,000 are coming on the market. A typical 3-bedroom home of average cost now sells for about $36,000, including 2-car garage, family room, central heat and air conditioning and carpeting throughout. Prices of some homes have been reduced from $5,000 to more than $7.500. Mortgages of as low as 7-3/4% interest are available with the cooperation of local financial institutions.

Apartment rentals have been reduced to about $119 for 3-bedroom, 1-bath units with pool and tennis courts available. Two-bedroom, 2-bath units are widely available at about $155. Luxury apartments are also vacant. All have central heat and air conditioning, carpeting, appliances and on-premise recreational facilities.

For the sale period, condominium owners offer lease-purchase plans, discounts up to 10% and in one case even quaranteed buy-back offers at the end of the first year with customers paying only a 6% service charge if not satisfied.

Numerous land tracts also are available, with prices depending upon whether owners have invested for development, agricultural and citrus use, or for long-term appreciation. Some properties are available today at prices 43% to 60% less than 12 months ago.

Inquiries about the sale should be addressed to the Orlando Area Chamber of Commerce, Orlando, Florida 32802.

- MORE -

As the land of more than 2,000 lakes and 100.4 miles of golf fairways, the Orlando area is also a natural tourist area. Walt Disney World and the John F. Kennedy Space Center at Cape Canaveral are world-known spectaculars, and there are more major tourist attractions within 90 minutes' drive of Orlando than from any other city in the world. The area's concentration of more than 28,000 hotel rooms is the seventh largest in the United States.

- 30 -

3/14/75

HARSHE-ROTMAN & DRUCK INC. PUBLIC RELATIONS

Background facts on

"THE GREAT ORLANDO PROPERTY SALE"

Quick History

The Orlando Area is defined as comprising Orange, Osceola and Seminole Counties in Central Florida. Population is about 600,000; the average age is 28.5 years. Originally a citrus and agricultural center, the area has had three substantial surges of development: The decision by the Glen L. Martin Co., predecessor of Martin Marietta, to locate a plant here in 1956, bringing more than 11,000 skilled employees to Orlando in a few years; the declaration by the late President Kennedy in 1961 that the United States would place a man on the moon in 10 years, launching the space industry on Cape Canaveral; and the announcement in 1965 by the late Walt Disney to build Walt Disney World, which opened in 1971.

Concommitant with these major developments has been a steady growth in industry. Since 1970, Orange County alone added 626 new or expanded industries, employing an additional 12,047 people.

"Boomtown, U.S.A."Now Overbuilt

In the 1970-72 period, Orlando was dubbed "Boomtown U.S.A.," as it ranked first in the nation in labor growth, with more than 45,000 jobs created. The gas shortage of 1973-74, followed swiftly by the recession, came so swiftly that long-term building underway could not be halted before overcapacity in all property descriptions developed, as follows:

- MORE -

Industrial Parks:

About 3 million empty square feet of space is available for purchase or lease in 25 highly developed and landscaped parks.

SALES FEATURES -- From 5-10% off established prices, as a minimum, for sale purchase. One major park offers 10% off even on a 10-year lease and will provide air transportation and accommodations to business executives who conclude substantial agreements. Other industrial realtors outside of industrial parks also offer meaningful concessions.

Office Space:

About 1½ million empty square feet of space available, much of it brand new. Garden type of one- and two-story buildings now lease for $4.95 to $6.10 per square foot; high rise office space for $6.50 to $8.00 per square foot.

SALES FEATURES -- This space now is available from 5-10% off on one-year lease, as a minimum.

Single-Family Homes:

The executive director of the Home Builders Association of Mid-Florida, Robert Gardner, has said: "If a thousand new families arrived in the Orlando area tomorrow, they all could move into a new home." There are many vacant older homes in the area as well.

SALES FEATURES -- Prices of homes throughout the area have been reduced, in some cases from $5,000 to $7,500. Mortgage funds are available at from 7-3/4% to 8-3/4% interest. A new 3-bedroom home with 2-car garage, family room, central heat and air conditioning, carpeted throughout, can be purchased for $24,000.

- MORE -

Apartments:

There are about 40,800 apartment units in the tri-county area. There are 7,818 vacant apartments among 28,894 units in complexes of 40 or more apartments.

SALES FEATURES -- Rentals have been reduced substantially. One-bedroom, 1-bath apartments at $135 a month, 2-bedroom, 2-bath units as low as $159; 3-bedroom, 2-bath at $195. Even lower prices are available.

Condominiums:

About 8,088 units are available in the tri-county area, and 5,033 are vacant. A number of concessions are available.

SALES FEATURES -- In one, 20% of the purchase price down, monthly payment of $198 with $100 per month at the end of two years going toward purchase, and purchase price is guaranteed not to go up. Lease, with option to buy, is a common arrangement. In one case the owner offers a buy-back plan if purchaser is not satisfied, with only a 6% service charge assessed at end of first year.

Acreage:

In Orlando area, land for sale is of three types. Investment acreage ranges from about $10,000 an acre for property in the path of immediate growth, to about $3,000 an acre for land with projected 10-year holding; to $700 to $1,500 an acre for ranch land.

SALES FEATURES -- Some properties are available today at 40% to 50% off prices of 12 months ago.

- MORE -

Unemployment Rate:

Latest state unemployment figures show the Orlando area's unemployment rate at 9.5% with more than 25,000 people out of work. The breakdown by skills follows:

INDUSTRY	ESTIMATED UNEMPLOYED
Construction	8,250
Manufacturing	5,000
Aerospace/Electronic	550
Transportation & Public Utilities	750
Trade	5,750
Finance, Insurance, Real Estate	1,250
Services	3,500
Engineers, Architects	70
Government	250
Miscellaneous	250

Advantages for Industry:

Florida's population is increasing faster than any other state both on a percentage growth rate from the 1970 census and in absolute numbers. The U.S. Census recently reported that from April 1, 1970 to July 1, 1973, Florida's population increased by 13.1%, with 888,000 new residents. In the same period, California's population increased by 3.2% with 648,000 new residents. Florida's gain for the period was four times the U.S. growth rate of 3.3% for the period.

As Florida's population rises, the Orlando area's position as a market center increases. When the state's population surpasses the combined number

- MORE -

of residents in Georgia and South Carolina, Orlando will serve a market area extending from Miami to the borders of Tennessee and North Carolina. Within the past few years many companies have located regional headquarters and distribution centers in the Orlando area.

The Orlando Jetport now is one of the busiest in the Southeast with 105 daily flights to 76 destinations. The Florida Turnpike and I-4 intersect in Orlando, providing excellent road network access. Rail service is available throughout much of the area.

The favorable climate guarantees year-round productivity, as well as year-round sunshine. The Orlando area has more than 2,000 lakes, with 43 within the city limits alone. There are 100.4 miles of golf fairways.

From a family and tourist standpoint, the Orlando area is fortunate to have two world spectaculars: Walt Disney World, 20 minutes away, and the John F. Kennedy Space Center at Cape Canaveral, 50 minutes distant. Sea World, Stars Hall of Fame, Cypress Gardens, Silver Springs, are among many others -- in fact, there are more major tourist attractions within 90 minutes of the city of Orlando than anywhere else in the world.

##

3/14/75

32 THE WALL STREET JOURNAL, Friday, March 14, 1975

Bargain Buildings

They're Having a Sale in Orlando, Fla., Area, And What They're Selling Is . . . Well, Orlando

By NEIL MAXWELL
Staff Reporter of THE WALL STREET JOURNAL

ORLANDO, Fla.—If it helped in Detroit, why not here?

The problem may not be exactly the same, but it is still a matter of rampant overproduction and bloated inventories. Instead of cars, the oversupply is of homes, apartments, condominiums, offices, factories and warehouses.

So, starting today, this central Florida area is offering six weeks of rebates, discounts, price cuts and sales gimmicks in an effort to clear the real-estate shelves of slow-moving items. Many bargains were available before today, but there will be even more over the next six weeks. The big sale is the brainchild of the Orlando Area Chamber of Commerce.

Last year this area, like many places in the U.S., was hit by a recession. But Orlando had double trouble: It was also hit by a serious drop in the important tourist business. Tourism slumped because of the fuel scare that followed the Arab embargo; when tourism slumped, so did the rest of the local economy.

Suddenly the area realized that it was seriously overbuilt. It had been seriously overbuilt anyway; the tourist-business drop and its impact simply hastened the realization. The tourists are back now, but the vacancies remain.

"I guess we sort of got caught up in a euphoria with Disney World coming in" about 20 miles southwest of downtown Orlando, says A. R. Timberman Jr., the chamber of commerce's expert in economic development. "We went from 5,800 motel units to 28,000 units almost overnight, and the euphoria permeated every other field. We were building apartments and condominiums like there was no tomorrow."

Too Busy to Think

Robert N. Gardner, an executive at Condev Corp., a real-estate developer, says, "We were so busy building apartments that everybody was unaware that a lot of the people renting the apartments were construction workers who were coming in to build more new apartments. Nobody knew what anybody else was doing, and the real-estate development trusts were throwing money in every direction."

Mr. Timberman of the chamber of commerce says that things were booming so much that efforts to attract new industry were hurt. "General Tire," he says, "was talking seriously about putting a plant here. We were No. 1 on their list. But they decided not to because they didn't think they could hire enough people to staff it." With the unemployment rate up to 10% now from 3% then, at least finding workers would be no trouble now.

Mayor Carl Langford is an optimist. He calls the big push starting today a "going-into-business sale." In politics, he says, one learns that there are no problems, only opportunities. He adds, "We are faced with some indescribable opportunities."

Whatever you call them, vacancies are undeniably in abundance, as a compilation by the chamber shows:

Condominiums — There are 8,088 in the area, and 5,033 of them, or an eight-year supply at recent growth rates, are vacant.

Apartments—In large complexes (more than 40 units) there are 28,894 apartments, and 7,818, a two-year supply, are vacant. And that doesn't count 8,383 others that are under construction or, at last report, scheduled to be built.

Homes—There is no accurate count of those up for sale, but Robert G. Gardner, director of the Home Builders Association of Mid-Florida, says that if a thousand new families arrived in the Orlando area tomorrow, they could all move into new homes. Prices, dealers say, are off 10% to 20% from a year ago, and often below cost. For the six-week sale, some real-estate men are offering extras such as a solar water-heater at no charge, and some brokers are cutting their commissions to 3% from 5%.

Industrial space — About 3.5 million square feet of floor space is available, much of it being discounted between 5% and 10% for the big sale. Before the sale, such space was leasing for $1 to $1.60 a square foot, a drop of 20% from boom times. In 1970 there were 12 industrial parks with 6,738 acres; now there are 25 with 18,489 acres, a 174% increase in acreage. Most factories and warehouses here are in industrial parks.

Office space — About 1.5 million square feet of floor space is available, a three-year supply. Some was leasing for less than $5 a square foot before the sale. For the next six weeks, all seven major office parks are offering 5% to 10% reductions off pre-sale prices.

Have a Free Ride

Renters of industrial and office space like to avoid talking about prices because of a lot of variables, but David Lamsens, vice president of Orlando Central Park, an industrial and office park, says he is going along with 5% to 10% discounts. He adds, "If a prospect comes to me in response to this campaign, when he walks in that door and I quote him a price he's going to know he's got a bargain."

And if he takes the bargain, Mr. Lamsens adds, the park will rebate any plane fare and motel expenses.

J. Blair Culpepper, president of Winter Park Savings and Loan, says he'll do more: "If somebody is interested in moving his business here, we send a representative with a map to talk about where to buy a home, where the school ~~is, how far~~ it is to the grocery, and where he has to go to ride horseback." And with a lot of money available for lending, Winter Park Savings and Loan will shave interest rates on mortgages in some cases, Mr. Culpepper says.

If someone wants an apartment instead of a home, he too can find bargains during the sale. Mr. Gardner of Condev, for example, says that new rentals at some Condev projects are being cut as much as $25 a month. At Orient Woods, a two-bedroom, two-bath unit that was $210 a month is now $185.

Condev had already lowered some condominium prices 20%. "In addition," Mr. Gardner says, "we're paying the maintenance fee (about $33 a month) for the first year. We're also guaranteeing (during the sale) that we'll buy the unit back if the man loses his job during the first year and we'll buy it back unconditionally in the second year."

WALL STREET JOURNAL
Friday, March 14, 1976 (continued)

Bad in the Long Run?

Bargains have been widespread here for many months now. A two-bedroom one-bath condominium that was priced at $22,900 a year ago is priced at $20,000 now, Mr. Gardner says. Other bargains in the area frighten real-estate managers, who are convinced the good buys will turn out to be disastrous for apartment operators.

With occupancy rates as low as 5% at some projects, "giveaway programs" are being offered "in a last-ditch effort to forestall the lender from closing the door," says Anthony J. Nicholson, the head of the apartment managers' association.

He says some renters have taken to moving from one apartment to another simply to take advantage of the "giveaways," and it isn't hard to see why: A new tenant at Aloma Arms All American Apartments, for example, pays only $17.76 a month rent for the first two months, then gets a rebate of a $25 U.S. savings bond for the third and fourth months.

He might, however, find the offer at the four projects operated by IFCO Ltd. even more attractive; A new center pays only $15.95 a month for the first three months instead of the regular rent of $135 to $170. Besides, the expense of moving to his new apartment will be paid for him; when he arrives, he'll find his refrigerator filled with food; and he is assured that if he loses his job his rent will be deferred for a month, with easy payments later.

Such offers, Mr. Nicholson says, are causing a lot of apartment hopping (it's hard to enforce a lease in Florida, he says) and are "causing a lot of consternation to existing tenants," who can't take advantage of the offers.

Hopping is a problem at office parks, too. At Crane's Roost, a fairly new park, broker Gaston L. DeGailler says 70% of his leasing activity involves tenants who already have space and are shopping around for something cheaper.

A similar tactic is being used by homeowners, real-estate men say. "Look at the number of homes for rent in the classifieds," says Mr. Nicholson of the apartment managers' association. "People are moving into cheap apartments and renting their homes out to save money."

Boom times are gone in some Florida towns the living's cheaper

ORLANDO, Fla. (AP-Special) — In parts of Florida, the locals are hard-put to maintain the sunny disposition which charms the cost-conscious tourist.

There are too many empty offices, warehouses, homes and apartments.

Take Orlando, for example.

Taking a cue from auto industry price-cuts, business leaders in this former boom town have launched a public relations campaign to fill their empty spaces.

"If the automobile industry can boost car sales by rebates, we can sell businessmen and potential new residents through substantial discounts, rebates and cost reductions," said Wallace Hughes, president of the Orlando Area Chamber of Commerce, sponsor of the drive.

Chamber officials concede that no actual rebates are being offered. Most of the price concessions advertised were available prior to the campaign.

But "prices already had dropped considerably," said J. Robert Wapnall, a chamber spokesman. "What we are doing is letting people around the country know what is available here."

In this area, the general effects of the U.S. recession are compounded by the overbuilding when Disney World was built nearby in the early 1970s.

"Speculators and builders poured in here like there was no tomorrow, but tomorrow came and they've been caught with a lot of empty offices, apartments and houses," said one Orlando banker.

With a 9.5 per cent unemployment rate, the chamber puts empty warehouse space at 3 million square feet and vacant office space at 1.5 million square feet.

Surveys also show more than 16.000 vacant apartments and condominiums and "Lord only knows how many homes," Wannall said.

A long string of industrial parks and office buildings are offering "5 to 10 per cent off standard sale prices on first-year leases signed through April 30."

The asking prices of homes here have dropped by between $2.000 and $5.000 and apartments have cut rents by up to $50 a month.

Condominium developers, among the hardest hit by the slump, are offering buy-back garantees, crediting rent to down-payments and reducing prices.

U.S. Steel is planning big growth

THE ECONOMIC SCENE

THE NEW YORK TIMES, SUNDAY, MARCH 30, 1975

Still a Mixed Picture

By THOMAS E. MULLANEY

Like the variable and inclement spring weather, the nation's economy is continuing to show uncertain and very mixed trends at the moment and is emitting no conclusive evidence about its likely performance for the next several months.

With only one business day remaining in March, it is now apparent that the first quarter of 1975 has been one of the most desultory economic periods in the nation's history. And it has been a very upsetting one in political and international affairs as well.

Nevertheless, the glimmers of hope that began to emerge in recent months with respect to inflation, stock prices, interest rates, retail sales and even the employment situation remain and are becoming slightly brighter, though the world picture has taken a decided turn for the worse in the Mideast and Southeast Asia.

At home, the political scene has improved in some ways and deteriorated in others. Congress and the Administration are still at loggerheads on many matters.

Meanwhile, the rising Federal deficit, Congress's high-spending inclinations and its indecision on an energy-expansion program—with all the implications thereof—must be considered serious minus factors and a grave threat to future economic stability.

There has been no turnaround in the economy as yet; the longest and deepest recession in the last three decades is still in progress. The only promising development at this stage is the fact that the rate of downturn in several of the meaningful economic indicators seems to have slowed a bit, with some even improving slightly.

Industrial production is still skidding, with industry now operating at 65½ per cent of capacity, and employe layoffs are continuing, though not as sharply as in earlier months. Whatever the reason, initial claims for unemployment insurance declined rather sharply in mid-March to below 500,000 for the first time in 16 weeks.

Inventories are still being slashed by a wide range of businesses to adjust to their declining sales rates. Most observers believe that process will go on for at least another quarter, with price declines broadening as business tries to hasten the removal of goods from shelves and warehouses and into customer hands. The tough times are illustrated by the fact that business failures early this year rose 26 per cent to 3,041.

Across the country retail sales have shown a slight rise, especially in recent weeks, as price-rebate and outright reduction programs began to move more goods. Auto sales showed a notable improvement under the rebate program. And the Easter season drew a better rate of apparel buying, but not enough to buoy the spirits of merchants. Nevertheless, total retail sales were up five-tenths of 1 per cent in February, their third consecutive monthly rise, and the slight improvement has continued.

Even though consumer spending has accelerated slightly, it is probably more significant that public savings have been interesting at a much greater rate. The great influx of funds at savings banks and other thrift institutions has surprised bankers and economists and is putting pressure on many institutions to think of lowering the high interest rates they have been paying to attract public savings.

A few have already withdrawn some of their long-term, high-yielding rate plans, and others may soon do so unless they can put out their increased resources at higher rates of return than they have been getting recently.

At the same time, housing remains in its deep slump. And business capital-spending programs are being curtailed. But the Government's leading-economic indicator series turned upward in February for the first time since July, gaining 1 per cent.

Thus, the strains in the economy remain very divergent at this time. And few analysts are perceiving an early end to the recession that began in November, 1973, when the first serious effects of the Arab oil embargo and soaring energy prices began to afflict the American economy.

When the Government's report on the economy's performance for the first quarter becomes available two weeks hence, it will probably show that the January-March quarter was the deepest period of contraction so far in the current recession.

Several economists have estimated that the drop in the "real" gross national product (subtracting the impact of inflation) will run to about 12 or 13 per cent, compared with 9 per cent in the preceding three months and 7 per cent in the first quarter of last year.

Moreover, the total national income figure is likely to show an actual drop for the first time in many years.

Because the economy is still slumping and real personal incomes have been declining, a broad consensus has developed in the nation in behalf of a mammoth tax-reduction program. It is needed to restore badly shaken and still-deteriorating confidence, notwithstanding the fact that some improvement has occured in the last month or so.

A recent tour in the industrial East and the southern tier of the country revealed some mixed strains in the economy and a deep mood of gloom among the public and business.

From observation of business and other economic activity in New York, Pennsylvania, the Carolinas and Florida, as well as conversations with businessmen, economists and workers in those areas, it was clear that public spending was still lively only for certain goods and services—travel and recreation, principally—but not for housing, automobiles and major appliances.

Even those individuals who were satisfied with their own business trends expressed concern about the immediate future, particularly with respect to rumors of impending plant shutdowns and layoffs in their communities and the effects such eventualities would have.

The metals business is showing divergent trends, with steel still strong, but with aluminum and copper slumping. The southern textile business is in a deep trough and likely to stay there for some time, with unemployment running at about 19 per cent and many mills running on short work-weeks (two, three or four days).

In Florida, Disney World is booming with record attendance and long waiting lines at its exhibits, while the nearby city of Orlando was starting a six-week sales promotion to cut its serious oversupply of housing, and other cities were reporting that condominium-building was moving at a greatly reduced rate.

Reduced-price sales for autos, homes and various consumer goods were prevalent everywhere. No-frills promotions abounded for many goods and services. Low-priced motels and other budget businesses were booming, and so were the institutions that are the custodians of the public's savings.

It was obvious that consumer confidence has been severely affected and that it will not snap back easily and readily. Until it does, economic conditions will remain perilous. That is why businessmen and economists everywhere have been stressing moves to revive confidence among the public and business.

The slight upturn that has been sighted so far in the economy has been a welcome blessing. But few analysts are yet ready to proclaim that the recession is bottoming out. Just as the blossoming of the crocus is no sure sign that spring has arrived, the improvement in some of the economic indicators is no assurance that a new trend has started.

Most authorities believe that further, though moderate, fiscal and monetary stimulus is needed to prod the economy along. Otherwise, they fear, the nation may be plagued by lackluster business conditions and a stubbornly high unemployment rate for many months ahead.

Orlando 'Plight' Pays Off Nationally

The Orlando area was overbuilt in almost every facet, officials say, and everybody knew it—with wharehouses, apartments, condominiums and offices standing empty.

By STEVE RAYMOND
Florida Living Editor

The calculated gamble by Orlando businessmen to publicize nationally the glut of apartments, condominiums, warehouse space and industrial sites is paying off dramatically.

The national publicity generated by the mass property sale -- emphasized and disseminated by a high-powered publicity-information campaign -- "had a negative overtone," said A. R. Timberman Jr., chairman of Orlando's Committee of 200.

"We felt this negative overtone could be turned into a positive benefit for the area and it has turned out this way."

HE SAID THE area businessmen who underwrote the $150,000 a year cost of the substantial national campaign for three years were highly pleased with the results.

Timberman tabulated the response from the first mass sale effort as "almost 200 solid inquiries" and said the effort was considered to have been highly successful.

Wallace E. Hughes, president of the Orlando Area Chamber of Commerce, was equally ecstatic.

"We're really pleased with the results of the sale.

"We've heard from realtors, contractors and developers that business really is beginning to pick up in the Orlando area and we attribute much of this to the community-wide sale."

USUALLY COMPANIES take from a year and a half to two years to decide on a site for a plant, or to expand facilities, Hughes pointed out, "but this sale proved that this timetable can be shortened greatly through aggressive, coordinated community-wide action.

"We have at least a half-dozen hot prospects; five already have inspected our area and the other is scheduled to visit us soon.

"Furthermore, we now know that companies as well as people are interested in bargains, so we expect the sale to be producing results for months to come."

The Orlando area was overbuilt "in almost every facet," Timberman said, "and everybody knew it -- with warehouses, apartments, condominiums and offices standing empty.

"WE KNEW THE demand would catch up with supply eventually but this was an effort to shorten that time."

He said Orlando businessmen pledged $150,000 yearly for a three year promotional program and hired an experienced New York public relations firm to handle the promotional activities.

The "sale" publicity did not stress or pinpoint specific properties; it concentrated on the overall discounting of properties and took advantage of the "rebate" angle which the auto makers found so successful earlier in the year.

Properties in general were discounted five to 10 per cent, Timberman said, for acreage, warehousing, condominiums and offices and even rentals in apartments were dropped.

THE NATIONAL publicity generated by the effort, Timberman said, was highlighted by an article in the Wall Street Journal and by special news segments on NBC, CBS and ABC.

"There was a definite negative undertone in the Wall Street Journal article," Timberman continued, and in the television coveage when apartment projects were shown with construction halted while they were half completed.

"We felt this could be turned around; and it was."

Most of the inquiries generated by the area-wide "sale" concerned residences.

HUGHES NOTED this breakdown: 96 inquiries were about possible residential purchases; 31 for condominiums; 29 for apartments; two from people interested in starting new businesses; six interested in purchasing apartment complexes; three for other investments; and 10 general inquiries about homes for retirement, land development and in other areas; and 20 from companies thinking about moving or expanding or opening regional offices.

Two companies which had begun negotiations prior to the sale made the decision during the sale to locate in Orlando.

Superfood Services Inc., headquartered in Dayton, will erect a 261,000 square foot distribution center at a cost of $5 million.

RF Systems Inc., a Massachusetts-based company, will open a new small plant to produce long range antennas and related products.

BOTH FIRMS cited as a principal reason for locating in Orlando the advantages in operating from a market center serving the growing southeast.

The sale is believed to be the first organized effort by any city in the country to offer discounts, rebates and cost reductions in all forms of industrial and residential properties, Hughes said.

-Palm Beach Post-Times, Saturday, March 15, 1975

Selling Orlando: A City Tries To Cope With 1975

ORLANDO (AP) — Taking a cue from the uto industry, business leaders in Orlando have ncorked a nationwide public relations camaign to tout sales gimmicks and price cuts on ousands of empty offices, warehouses, homes nd apartments.

"If the automobile industry can boost car les by rebates, we can sell businessmen and tential new residents through substantial disounts, rebates and cost reductions," said Walace Hughes, president of the Orlando Area hamber of Commerce, which is sponsoring e campaign.

Chamber officials acknowledged, however, at no actual rebates are being offered and ost of the price concessions advertised were vailable prior to the campaign.

"Prices already had dropped considerably," said J. Robert Wannall, a chamber spokesman. "What we are doing is letting people around the country know what is available here, and put some icing on the cake."

To spread the icing, the chamber collected more than $100,000 to hire the New York public relations firm of Harshe-Rotman & Druck, Inc.

Despite the overstatement inherent in most public relations campaigns, there are substantial savings available to businessmen who relocate in the greater Orlando area, where the general effects of the national recession are compounded by massive overbuilding that accompanied the Walt Disney World boom of the early '70s.

"Speculators and builders poured in here like there was no tomorrow, but tomorrow came and they've been caught with a lot of empty offices, apartments and houses," one Orlando banker said.

Along with an unemployment rate of 9.5 per cent, the chamber estimates empty warehouse space at 3 million square feet and vacant office space at 1.5 million square feet. Surveys also show more than 16,000 vacant apartments and condominiums and "Lord only knows how many homes," Wannall said.

The biggest price reductions being offered during what the chamber calls "The Great Orlando Property Sale" center on industrial and office space.

A long string of industrial parks and office buildings are offering "5 to 10 per cent off standard sale prices on first year leases signed through April 30," the cut-off date for the sale.

Orlando Central Park, a sprawling development of offices, warehouses and light manufacturing buildings, have agreed to provide "complimentary air fare and accommodations to qualified prospects who buy or lease during the sale period."

In the area of homes, apartments and condominiums, the price reductions being advertised reflect savings that generally have been available in the area for several months.

The asking price of homes have dropped by between $2,000 and $5,000 and apartments have cut rents by up to $50 a month.

Condominium developers, who are among the hardest hit by the slumping economy, are offering such gimmicks as buy back guarantees, crediting rent to down payments and reduced prices.

Clearwater Pub's ALSO, PLS
BACK PAGE

Orlando Area Chamber of Commerce
April 1, 1975/Vol. 25/No. 7

NEWS & VIEWS

ORLANDO — ACTION CENTER OF FLORIDA

Sale Sparks Nationwide Interest

President Hughes hands out the prizes . . .
. . . Doug Minear places first, Gordon Duff, second.

Inquiries about hundreds of thousands of square feet of industrial space have been received at the Chamber since the launching of the "Great Orlando Property Sale."

The sale, part of the **ACTION ORLANDO** program to attract new industries and jobs for the tri-county area, has appeared in stories carried by newspapers and television throughout the United States.

Committee of 200 Chairman **Robert M. Harrell**, of Montgomery Ward & Co., said the sale's first two weeks brought more than a hundred requests for information about commercial and residential property.

Inquiries have come from an aircraft conversion firm in Texas

cont'd on page 2, col. 3

Poster Contest Creates Fund of Novel Ideas

Posters, posters, and more posters. The "Great Poster Contest" sparked the interest of a great many people throughout the three-county area and more than 150 entries were submitted in response to the competition.

Sponsored by the Public Relations Committee, under Chairman **Bob Bowen**, of First Federal, the poster contest sought ideas in promoting the Orlando area in a travel poster. The winners were announced at a special ceremony at Orlando Fashion Square which displayed several dozen posters from the contest.

Top prize winner, **Douglas Minear**, an artist working out of Joe Van Brackle Advertising, took home $150. Second place winner **J. Gordon Duff**, received $75, and **Joe Nicholson** captured third place prize money of $50.

Three honorable mentions were also recognized by the judges - **Richard L. Liput, Paul Shafranski, and Judy A. Warren.**

"Choosing the winners was a really tough choice," said Contest Chairman **Bill Nugent**, of WDBO-TV. "There were award winning elements in nearly every entry."

Winners were picked on the basis of originality of design, and the manner in which the Orlando area was portrayed as America's favorite family vacation destination, he said.

"We now plan to take the best of the winning ideas and commission a finished design by a commercial artist," said Nugent.

Pledge Total Reaches $117,000

Orlando area business and professional people have now pledged more than $117,000 annually to support the **ACTION ORLANDO** program, announced Chairman **Blair Culpepper**.

Yet, even before the financial goal of $150,000 annually is reached **ACTION ORLANDO** is already at work and bringing results.

You have a part to play in **ACTION ORLANDO**'s continued success. Your support is needed. Please fill out the **ACTION ORLANDO** pledge form in this News & Views, and mail or drop it by the Chamber today.

NEWS & VIEWS

Orlando Area Chamber of Commerce
Mail Form 3579 to
P. O. Box 1913, Orlando, Florida 32802
2nd Class Postage Paid at Orlando, Florida

ACCREDITED
CHAMBER OF COMMERCE
CHAMBER OF COMMERCE OF THE UNITED STATES

MANAGEMENT CORNER

Tom Brownlee

Wednesday, March 19, was probably the most unusual day of my life. At 9 a.m., three television network crews, CBS, NBC, and ABC, were all here at the Chamber to cover the "Great Orlando Property Sale."

That same day, we heard from our New York PR firm that two national magazines might also be interested in the "Great Sale," believed to be the first of its kind in the country. All this just a few days after the kick-off story in the *Wall Street Journal* and the AP release, which was probably used in almost every newspaper in America.

Wednesday was hectic. Members of the staff escorted the various network crews around the area, while others called to line up knowledgeable executives for interviews. Still others were on the phone checking out locations of descriptive billboards, appropriate buildings, etc.

Some have called the "Property Sale" story a negative one. Bob Harrell, ACTION ORLANDO chairman, says, "Hogwash! In retailing, when we're overstocked, we reduce the prices and tell the consumer what's available. No retailer and no community likes to be overstocked; we can't solve our problem by hiding them under a bushel."

My thanks to all who helped make the Wednesday activities run smoothly and to the many who have invested their monies in ACTION ORLANDO.

NEWS and VIEWS
Published twice monthly by
Orlando Area Chamber of Commerce
75 Ivanhoe Blvd., Orlando, Florida 32801
Telephone 425-5563
Subscription rate $1.00 per year

OFFICERS

Wallace E. Hughes* .... President
J. Blair Culpepper .... President Elect
Phillip N. Ireon .... Chairman of the Board
Thomas M. Brownlee .... Executive Vice President
Roland M. Lee .... Treasurer
Ford B. Rogers, Jr. .... Vice President
Dan W. Darrow .... Vice President
James B. Greene .... Vice President
John C. Grubb .... Vice President

DIRECTORS

William E. Baker, Jr.
Charles M. (Kent) Bailey
Peter Barr
George J. Becker, Jr.
Dr. Jack B. Critchfield
J. Blair Culpepper
Paul L. Curtis
Dan W. Darrow
Jack A. Demetree
Dr. James B. Duncan
James B. Greene
John C. Grubb
Carl E. Hallberg
Robert M. Harrell
Charles J. Hawkins
Charles W. Hostetler
Frank M. Hubbard
Wallace E. Hughes
J. Lavelle Huskey
Phillip N. Ireon
Thomas A. Jones
Carl E. Langford
Roland M. Lee
Robert K. Matheson
Ford B. Rogers, Jr.
J. Craig Spearman
Harold S. Trombower
J. Walter Tucker
Charles E. Wells

Using temporaries means calling your own tune.

And you'll never hit a sour note with pre-screened, pre-tested, guaranteed and bonded temporary help from STAFF BUILDERS. Whether you need top flight clericals, data processing specialists, a laborer or an executive, one of our 6 divisions can supply just the people you need for the exact time you need them. Call today to find out how our convenient, flexible service can save you money.

staff builders®
TEMPORARY PERSONNEL

Offices
Coast to Coast

102 South Magnolia
ORLANDO

Phone 849-0070

Get on the Bandwagon!
Work when and where you choose as a Staff Builders temporary. Immediate openings all skills. One friendly visit gets you started.

THEY COME OUT FIGHTING

Battle Creek and Orlando Throw Some Solid PR Punches at the Current Recession

ORLANDO, FLORIDA, known as "Boom Town, U. S. A." until it was caught by the recession, is overbuilt, to put it mildly.

Along with an unemployment rate of about 10 percent, there are about 3 million square feet of empty plant and warehouse space, 1-½ million feet of empty office space (much of it brand new), and about 8,000 apartments and 5,000 condominium units are vacant. A complete inventory of single-family homes isn't available, but a safe estimate appears to be that, if a thousand families arrived in Orlando tomorrow, they all could move into new homes.

With figures like that, what could be more natural than to hold "The Great Orlando Property Sale"? So that's what happened.

The Orlando Area Chamber of Commerce went out and hired itself the public relations firm of Harshe-Rotman & Druck, Inc., got together a catalog of bargains across the real estate spectrum. On March 14, it launched what is believed to be the nation's first concerted community effort to propel its economy back to normal through substantial concessions offered by industrial realtors, office space owners, and land developers.

The sale, scheduled through April 30, offers such inducements as 5 to 10 percent off standard prices on first year leases, for instance. All the discounts, rebates, and other cost reduction deals were validated by the chamber of commerce. Media scepticism was overcome and the story broke nationwide, including TV network coverage.

THERE ARE ABOUT 3 MILLION SQUARE FEET OF EMPTY PLANT AND WAREHOUSE SPACE, 1-½ MILLION FEET OF EMPTY OFFICE SPACE AND ABOUT 8,000 APARTMENTS AND 5,000 CONDOMINIUM UNITS ARE VACANT.

Results, as of April 11, mid-point of "The Great Orlando Property Sale", are most encouraging, according to chamber officials. A total of 156 serious inquiries have been tabulated. Of that number, 14 are considered "solid" industrial prospects from 11 states. They've been visiting in a steady stream, demonstrating that Orlando has a lot more to commend it than the proximity of Disney World and Cape Kennedy, as considerable as these two attractions may be.

There are 25 industrial parks in the area and the six largest are offering a 5–10 percent discount on purchase or lease of existing space to companies interested in light manufacturing, warehousing, or for use as distribution centers. One park, with more than 100 present company tenants, offers the discount on a lease for a 10-year period and will provide complimentary air transportation and accommodations in its own resort to executives who conclude an agreement.

Want more information? Just contact the Orlando Chamber of Commerce, Orlando, Florida 32802.

BATTLE CREEK, MICHIGAN, likes its industry. It also wants more, like enough to make a sizeable dent in its 2,000-acre Fort Custer Industrial Park.

The site for that park, reputed to be Michigan's largest (and a biggie anywhere in the country) was the site of an Army base until 1969. The city then took it over and, along with the Chamber of Commerce and business, labor, and political leadership, formed Battle Creek Unlimited to develop and market the park. So far the City has invested over $3 million in the venture.

THE MEDIA COVERAGE, INCLUDING TV, WAS GREAT, AS A STREAM OF AREA CITIZENS AND OFFICIALS ALONG WITH FEDERAL AND STATE REPRESENTATIVES SALUTED BATTLE CREEK INDUSTRY FOR ITS COMMITMENT TO THE AREA.

So you can understand why Battle Creek wants more industry. The only question is, these days especially—how do you get it? Battle Creek Unlimited, of course, carries on a continuous marketing and promotion effort, but one recent event really made American Industrial Properties Report sit up and take notice.

That was Battle Creek's "Industrial Development Week" conducted with great fanfare March 16–22. Wednesday, March 19, was designated "Battle Creek Metropolitan Industrial Recognition Day" and featured a luncheon honoring the more than 45 economic "mainstays" of Battle Creek who together employ more than 25,000 people.

The media coverage, including TV, was great,as a stream of area citizens and officials along with federal and state representatives saluted Battle Creek industry for its commitment to the area.

The PR points that Battle Creek succeeded in driving home were that Battle Creek is a very ambitious and aggressive city, that it possesses a stable and diversified base for a growth economy . . . and that it really knows how to express its appreciation to its industrial community.

In case you didn't know, Battle Creek is known as "The Cereal Capital of the World" because the Kellogg Company and the Post Division of General Foods have been located there for more than 50 years.

Although Battle Creek admittedly feels the pressure of today's economy, Mayor Frederick R. Brydges notes that metropolitan industries have managed to maintain their employment levels.

But Battle Creek is not satisfied with standing still. So you out there, did we hear you say something like, "Now that's what I call a community that really wants people. Got to give them a call." If that's what we heard, H. Joseph Pratt, executive director of Battle Creek Unlimited, (616) 962-7526, is your man.

NEWS BRIEFS

City for Sale

In this year of rebates, price cuts, rental concessions, give aways and other sales gimmicks, "The Great Orlando Property Sale" may not offer the best bargain but it certainly is the most concentrated and large-scale effort to date.

In fact, the drive to attract industry and to assist out-of-staters to locate in this central Florida area has even gained national prominence on the pages of the *Wall Street Journal.*

As described in the recent *Journal* article, the sale, which lasts through the end of the month, is the brainchild of the Orlando Area Chamber of Commerce. Launched at a city hall meeting, the sale is believed to be the nation's first concerted community effort to propel a local economy back to normal through substantial concessions offered by industrial realtors, office space owners, and land developers.

The area, hard hit by the recessions and the drop in tourism, also is seriously overbuilt. There are more than three million square feet of empty space, much of it brand new, in the Orlando area. Of nearly 29,000 apartments in complexes of 40 or more units, about 8,000 are vacant. More than 8,000 condominium units are built or under construction and about 5,000 are vacant.

So, discounts of 5-10% are being offered on the purchase or lease of existing office and industrial space; apartment rentals have been reduced and condominium owners are offering 10% discounts with lease-purchase plans and, in one case, even guaranteed buy-back offers.

Many other bargains are available but the sale only lasts for another 20 days, so if you're interested get in touch with the *Orlando Area Chamber of Commerce, Orlando, Florida 32802.*

Plants • Sites & Parks

Aerial view of Stockton, Whatley, Davin & Co.'s Deerwood Center looking north toward downtown Jacksonville. I-95 is on right and St. John's River in background.

Orlando, Central Florida bounce back after 'Disney' boom sags

Greater Orlando, in particular, and the Central Florida area are bouncing back with bargains galore after an overestimated "Land Rush" failed to materialize with the opening of Disney World. Actually, the Cinderella theme park is going great guns for the Walt Disney Organization and millions of visitors are helping the local economy. It's just that speculators went wild and overbuilt to a point where 10 theme parks wouldn't be the solution.

Industrial development has escaped the disaster that struck all other real estate segments, nevertheless, industrial developers suffered because would-be clients for manufacturing/distribution facilities were turned off by the sight of hundreds of unfinished hotels/motels, condos, office structures, shopping centers and apartment complexes and the

(continued on page 18)

er is Sonitrol Corp. of Daleville, Ind., manufacturer/distributor of acoustical security systems. James B. Brown, executive vice president of Orlando Central Park, says work is nearly completed on a 16,800 sq. ft. plant on a 2.4 acre site overlooking Lake Ellenor in the park's center.

The sensational sale also is expected to bring in other new manufacturing companies to Greater Orlando. But, private developers, who are convinced the backlash of the storm is over, are proceeding along more orderly promotional routes to attract new industry.

Over 5 million sq. ft. of office/distribution space has been completed in Martin Marietta's Orlando Central Park, which has drawn 225 major companies.

Near Kissimmee, south of Orlando, David M. Irving Sr., vice president of GAC Industrial Development, Inc., has launched an advertising campaign that highlights the advantages of locating manufacturing/distribution facilities in its 1,200 acre Poinciana Office/Industrial Park, which is on Highways 17-92 six miles southwest of downtown Kissimmee.

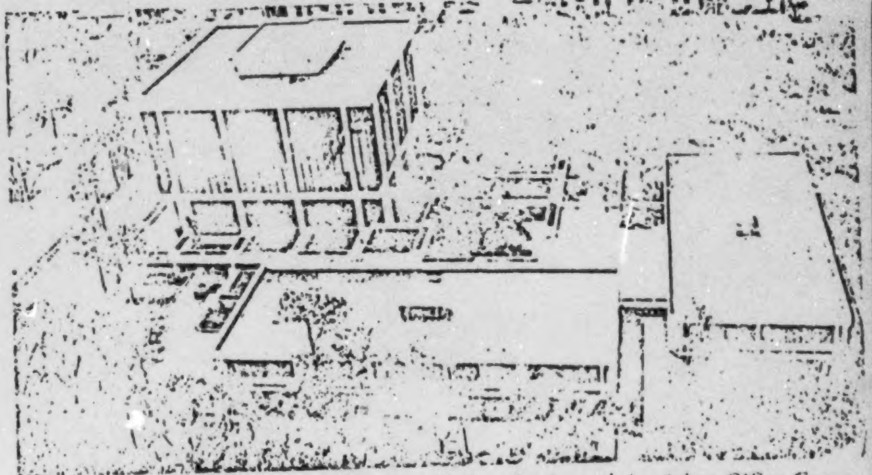
Its central location has drawn the interest of the Vantage Companies, based in Dallas, Texas, which specializes in building/managing spec structures in its own parks or in other established parks. Vanco Construction, a Vantage division, is building a $450,000, 105,880 sq. ft. light manufacturing spec on a 20 acre site in Poinciana Park. Irving, whose company is a third party, says the Orlando Chamber of Commerce and the Osceola County Committee of 100 have generated several prospects as tenants.

Meanwhile, Lerio Corp., manufacturer of plastic containers for the nursery industry, is adding 10,000 sq. ft. to its 20,000 sq. ft. plant in Poinciana at a cost of $100,000. Lerio

(continued on page 22)

Central Florida upturn

(continued from page 18)



Developer Albert N. Justice has assembled a classic park in Arbor Office Center on U.S. Highway 19 South in Clearwater. It features a multi-level plaza.

and General Electric were among the first tenants in the park.

Sharing in the confidence held by other private developers that an upturn is shaping up is Goldman-Goren Investment Co. of Chicago, Ill., which has purchased Shader Industrial Park on US 441 and John Young Parkway in Orlando. Presently, the 12.5 acre rail-served park has a total of 300,000 sq. ft. of modern, steel buildings. Some 75% of the space is leased. Tenants include Plantation Foods, F.M.C. Corp., Boise Cascade, Disney World and the Orange County School System. There is 80,000 sq. ft., half of which is air-conditioned, available. G.F. London, Combined Realty Management of Chicago is the leasing agent.

Other parks that report an increase of space inquiries from companies, dealing in manufacturing, warehousing and distribution operations, are:

- Florida Center, a 2,700 acre new lifestyle planned community being developed near Orlando by Gulf Oil Real Estate Development Co. In addition to industrial sites, Florida Center has a wide choice of developments for homes, general business, shopping and recreational facilities.
- Regency Industrial Park, a project of the Guardian Development Corp., where there is immediate space for warehousing and manufacturing. The park is located on Central Florida Parkway in Orlando and has sites, ranging from one to 100 acres, available.
- Orlando Jetport Westside on I-4, Florida Turnpike and Bee Line Expressway, is on the site of a rapidly developing airport and offers many opportunities for aero-oriented companies.
- In Interstate Commerce Center, a development of Bradley & Young Properties, Inc. of Tampa, Scott Electronics, a subsidiary of NCR, is building a $2.5 million manufacturing plant. The center is in Lake Mary, 18 miles north of Orlando.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

YORK
E. 44th St.
10017
(212) 661-3400

CHICAGO
108 N. State St.
60602
(312) 346-6868

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

MEMPHIS
100 N. Main St.
38103
(901) 525-2791

DALLAS
One Main Place
75250
(214) 748-0802

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
(Exclusive Affiliate)
David Apter & Associates
1625 K Street, N.W.
20006
(202) 393-2200

FROM: Eric Manterfield (New York Office)

FOR: ORLANDO AREA CHAMBER OF COMMERCE
P.O. Box 1913, Orlando, Fla. 32802

CHAMBER CONTACT: J. Robert Wannall, 305-425-5563

FOR RELEASE AFTER 11:30 AM
THURSDAY, JULY 31, 1975

NEW INDUSTRY ANNOUNCED
BY COMMITTEE OF 200

ORLANDO, Fla., July 31 -- The first industry announcing its move to the Orlando area since the conclusion of the ACTION ORLANDO program's "Great Orlando Property Sale" was announced today at a special meeting of the Orlando Area Chamber of Commerce Committee of 200 Executive Committee.

Sonitrol Corporation of Daleville, Ind., will begin construction of its new headquarters in Orlando Central Park during the next month, said Committee of 200 Chairman Robert M. Harrell.

"The company contacted us during the early phase of the "Great Orlando Property Sale" and has since been working out details of its move with members of the Chamber, officials at Orlando Central Park, and key people in the community," said Harrell.

"The firm's site selection team heard about the great values here in the Orlando area, and they were very impressed with the positive attitude they found in the community," Harrell added.

Sonitrol Chairman Harry Flemming said full employment at the plant is expected to reach 60 persons. Initial employment at the Orlando facility will total about 45 persons, including 10 or 11 executives who will move here from Indiana. The firm is already interviewing in the Orlando area for the remainder of its work force.

- MORE -

Sonitrol manufactures and distributes acoustical security systems, and is regarded as the oldest and largest firm in its field. Many of its products are in use in the Orlando area, said Flemming.

Total sales for the sound-activated security products are approximately $20-million. Sales of the systems climbed 40 per cent in the 1974-75 period, and continued rapid growth is forecast by the company.

Details of the building program were furnished by James B. Brown, executive vice president of Orlando Central Park and a member of the Chamber's Committee of 200. The firm will build a 16,800 square foot structure on a 2.4 acre site at Lake Ellenor Drive and Rio Grande Avenue in the Park, said Brown. The facility was designed by Architect David A. Hall, and OCP Construction is the contractor.

"This is a complete turnkey project, and construction is scheduled to begin within a month," said Brown. Completion is expected in mid-fall.

The new building will contain facilities for the firm's executive offices, design and development, fabrication, training, sales, service, and distribution for both Sonitrol Corporation, the manufacturing division and Sonitrol Security Systems, Inc., the sales division.

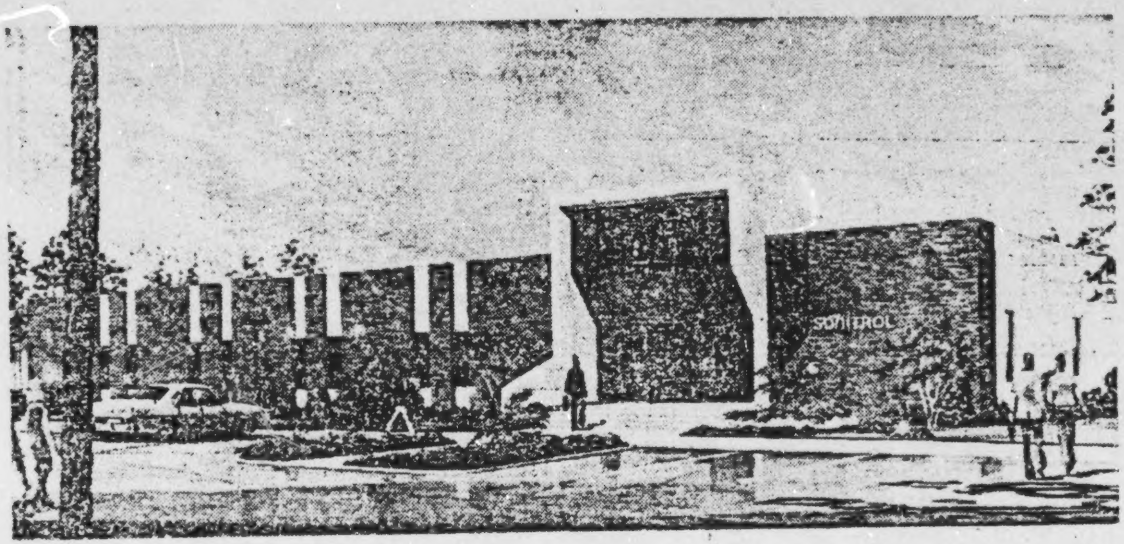
Flemming said, "We selected Orlando after studying many other potential areas and comparing what it has to offer with the other locations in terms of our company needs for accessibility, long-term growth possibilities, property values and other factors.

Orlando Central Park is by far and away the most progressive, well kept and well thought out park of any we studied, plus there is a total warmth and genuine attitude of the Orlando people. Everybody - realtors, bankers, mortgage people - everybody has been wonderful to deal with."

Sonitrol presently distributes its products throughout the United States through a network of 12 distributors and 105 dealers.

7/31/75

SENTINEL STAR - Sunday, August 3, 1975



Sonitrol Moving To Central Park

Sonitrol Corp., Daleville, Ind.-based electronic firm that makes sound-activated security systems, will move its corporate headquarters, manufacturing and sales divisions into Orlando Central Park later this year. The facility, shown in rendering, will be a 16,800-square-foot, single-story masonry building on a 2.4 acre tract at Lake Ellenor Drive and Rio Grande Avenue. The firm will begin production in Orlando later this year with an initial work force of 45 persons. At full operation, the plant will employ 60 persons. The building will be built by the construction division of Orlando Central Park.

SENTINEL STAR
Tuesday, August 5, 1975

The Right Kind Of Industry

ORLANDO'S story is getting to the right people. The latest indication of this is the announcement that Sonitrol Corp., late of Daleville, Ind., has bought a tract in Orlando Central Park and expects to move its entire operation here.

This company, which makes and sells sound-activated security systems, will have a work force at the start of 45 and an annual payroll of $500,000 — although its board chairman, Harry Flemming, makes it clear that Sonitrol is ambitious and expects the present $20 million in sales to be $250 million by 1980.

Hughes

Harrell

We're delighted to welcome Sonitrol and to commend Wallace E. Hughes, president, and Robert M. Harrell, chairman of the Committee of 200, for the part played by the Orlando Area Chamber of Commerce in bringing to our area just the right sort of clean, no-smokestack industry that adds year-around payroll to a tourist economy.

SENTINEL STAR - Thursday, November 20, 1975

The Journal To Dedicate Satellite Plant

The first newspaper plant in the world to be operated through a communications satellite system will be dedicated today in Orlando Central Park by Dow Jones and Co., publishers of The Wall Street Journal.

Editorial, Pg. 20-A

The 26,000-square-foot, $2 million plant now prints the Journal for distribution on the day of publication in the Southeast.

FULL-SIZE Journal facsimile pages are received from another Dow Jones production plant in Chicopee, Mass., through WESTAR I facilities provided by American Satellite Corp., which designed and installed the 10-meter diameter antenna and related ground equipment for the Orlando and Chicopee stations.

The Journal is set into type in the Chicopee plant, where reproduction proofs of each page are placed under a high intensity light scanner. The scanner converts the black and white images into electronic impulses which are beamed to WESTAR I, 22,300 miles over the equator.

The impulses are relayed by the satellite to the Orlando plant, where they are received on page-size photographic film. The sending and receipt of data for a full page takes 3.5 minutes.

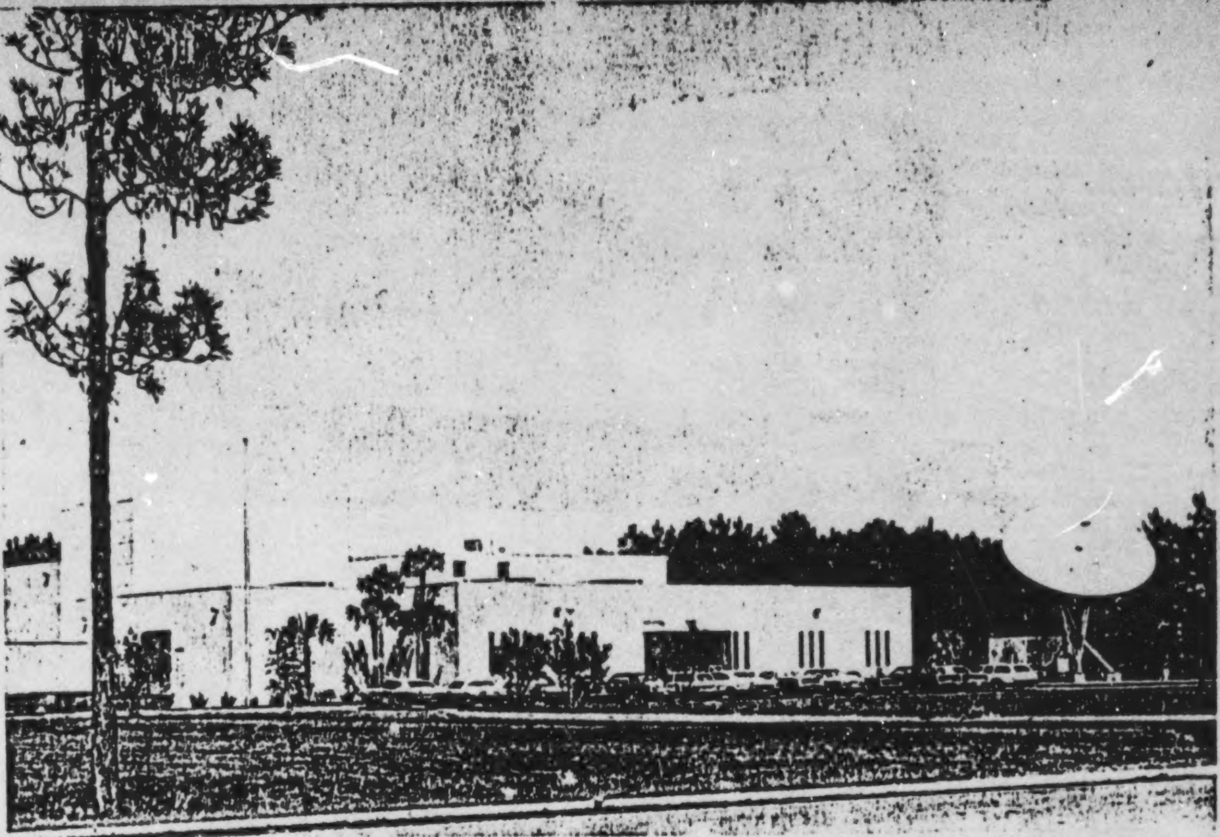
THE WALL STREET JOURNAL

(Sentinel Star Photo by Tom Kennedy)

DOW JONES OFFICIALS LOOK OVER ANTENNA SITE
. . . Vice president William F. Dunn, chairman William F. Kerby

AFTER THE facsimile data is received in Orlando, the photographic film is used to make lithographic plates which are then placed on a press capable of printing 70,000 copies of the newspaper an hour. About 25 persons will be employed in the plant.

The new plant is the 10th regional printing plant for the Journal. The Eastern edition previously delivered to the Journal's 60,000 subscribers in Florida and Georgia were air-mailed from Silver Spring, Md., and arrived about a day late.



Production has begun at the Wall Street Journal's new $3 million, 26,000 sq. ft. facility in Orlando, Fla., where 200,000 copies of the publication are printed daily via satellite transmission. Entire pages of the publication are typeset in Chicopee, Mass., beamed by impulse signals off the Comsat satellite 23,000 miles over the Atlantic Ocean and then bounced down to the 32-ft. diameter aluminum dish, or receiving antenna, shown on right. The plant is equipped with a six-unit printing press which prints the next-morning's eastern edition of the Journal Sunday through Thursday evening. Planned by Dow Jones & Co., the new facility, manned by 25 employees, is the first in the world to publish by satellite transmission on a regular production basis. Operations began Nov. 1.

and office space. The plant, which will employ about 175 persons, is scheduled to become operational in April, 1977. . .**CHATSWORTH** — D&W Carpet: Plans a $2.9 million expansion of its carpet-producing facilities, where eight persons are employed . . .**COLUMBUS** — Union Carbide: Plans to build a multimillion-dollar plant to increase the firm's domestic tantalum capacitor production capability by about 40 percent. The 100,000 sq. ft. expandable facility will employ about 750 workers when fully operational in mid-1977. . .TRW: Has broken ground for its $8 million hand tools factory. The plant will employ 90 persons when it opens in mid-1976 and will expand to 240 in five years. . .**DALTON** — E & A Carpets: Has completed a 25,000 sq. ft. addition to its production facilities. . .**FAIRBURN** — Glasrock Products: Plans to expand its plastic-making facilities to increase its production by about 50 percent. . .**FOREST PARK** — Cargill: Has started construction on two plants worth a total of $5 million. One plant will produce chemical resin and the other is for fabrication of industrial wire strapping products. Total employment is estimated at less than 40 persons. . .**MACON** — Allied Chemical Corp.: Plans a $6 million expansion of its facilities to mfr. seat belts . . .Bassett Furniture Ind.: Plans a $4.5 million expansion of its facilities to upholster furniture. About 300 persons are employed at the plant. . .Brown & Williamson: Plans a $1 million expansion of its facilities to produce tobacco products. . .Texprint: Has begun production at its $10 million fabric printing plant. . .**SYLVESTER** — Seabrook Blanching Corp.: Plans to construct a new $1.5 million peanut processing plant, where about 150 persons will be employed.

IDAHO

AMERICAN FALLS — Simplot Soil Builders: Plans to construct a new fertilizer plant . . .**CALDWELL** — Kraft Foods: Has begun operations in its new 22,000 sq. ft. facility to mfr. cheddar cheese. . .**IDAHO FALLS** — Bennet's East Side Paint & Glass: Plans to build a new 11,000 sq. ft. facility to produce thermal window glass. As many as 50 persons will be employed when the plant becomes fully-operational. . .**SPIRIT LAKE** — Briggs Mfg.: Plans to construct a new plant to mfr. panelized housing. About 150 persons will be employed when the facility reaches full operation.

KANSAS

ARKANSAS CITY — Mauer-Neuer: Started a $1.5 million, 11,224 sq. ft. expansion of its meat packing facilities. When completed, about 20 new employees will be added. . . **BELOIT** — Sunflower Mfg. Co.: Began production at its new 69,000 sq. ft. factory. Since moving to the new facility, the farm mfr. has increased its employment from 70 to 100 persons. The project was financed by industrial revenue bonds. . .**COFFEYVILLE** — CRA: Plans a $2 million expansion of its facilities to produce petroleum products. The expansion is due for completion in early 1977. . .**HUTCHINSON** — Carey Salt Co.: Plans a $1.5 million expansion of its facilities to produce salt and salt-based minerals. The expansion is part of a four-phase multi-million dollar program. . . **LAWRENCE** — TRW: Is building a new $3.7 million, 300,000 sq. ft. facility to produce power cable for the oil and gas industry. As many as 1,200 persons may be employed at the facility when completed in 1976. . .**LEAVENWORTH COUNTY** — Lacy Steel Co.: Is constructing a new steel fabrication facility to mfr. structural and miscellaneous metals for building and highway construction projects. When the facility becomes fully operational, about 75 persons will be employed. . .**NEWTON** — Bede Aircraft: Plans a $5 million, 100,000 sq. ft. expansion of its facilities to design, mfr. and test aircraft kits. About 400 persons will be employed when the airport assembly plant expansion is completed in 1976. . . **WICHITA** — Safeway Stores: Has begun production at its $14.5 million, 166,000 sq. ft. meat processing plant. About 150 per-

AREA DEVELOPMENT
January 1976

Florida

Dow Jones & Co. (Wall Street Journal) has opened its tenth printing facility—this one in Orlando Central Park, Orlando. Highlighting the $4 million facility is a 33-foot diameter satellite antenna, designed and installed by American Satellite in the Orlando station and in a station in Chicopee, Mass. The facility will be the first in its field to publish by satellite transmission on a daily production basis. The 26,000 sq. ft. building is of steel and cement-block construction with stucco exterior. It is manned by only 19 employees and is equipped with a giant six-unit printing press capable of turning out 70,000 copies of the newspaper per hour.

Mogul Corp. will relocate their pharmaceutical division headquarters from Grand Island, N.Y., to a recently purchased nine-acre site in Florida Center Research Park, Orlando. The company will construct a 100,000 sq. ft. plant on the site. . . . A new General Printing Ink (GPI) plant in Orlando will be a satellite blending plant for GPI's major manufacturing facility in Atlanta, Ga.

Civil Service
LEADER
America's Largest Newspaper for Public Employees

THREE STAR

Vol. XXXVI, No. 37 Tuesday, December 2, 1975 Price 20 Cents

Orlando Has A Lot To Offer For Retirees On A Budget

"Retirement to Florida does not necessarily mean Miami, nor does it mean the purchase of a condominium for some fly-by-night developer who has some swampland to get rid of. Too many retirees think along these lines. We have recently obtained some material from the Orlando Chamber of Commerce and have carefully checked this area out. We have good reports from our members living there so it might be smart to consider retirement in this area," said CSREA president Gerard Farley.

"CSREA has long been involved in giving guidance to those city employees who plan to retire to Florida," he said, "and this work has often involved extensive interviews and correspondence with the thousands of members who have already made the move there. Out of this work a picture of both good and bad conditions has emerged."

"One has only to read some of the letters we print every month in the Sentinel to find out how our members are getting along in Florida. Florida may be the land of the sun, but it can be very expensive for a person on a fixed income. Too often we have received letters from our members living in some of the more southern and coastal cities claiming they could hardly afford to eat; never mind the fun in the sun propaganda," he continued.

Dade County, where Miami is located, has the highest housing and transportation costs in the state. Living costs vary as much as 25 per cent within the state's 76 counties.

Last year, according to the U.S. Labor Department's Bureau of Labor Statistics, the average retired couple in Orlando spent $4,118 at the lower income level; $5,674 at the intermediate level and $8,206 at the upper level. This makes Orlando one of the cheapest places in the country to live in according to the nationwide survey.

In contrast, Orlando, a city of some 100,000 has all the amenities of a metropolitan area: good shopping facilities, libraries, parks, public gardens, 47 lakes within the city limits, museums, recreational facilities, cultural events and, of course, Walt Disney World.

If you're looking for a place to retire to in Florida, spend a day or two in Orlando and check it out. Take a scenic boat tour through the miles of lakes and waterways, see the Azalea Gardens and the Maitland Art Center. Dine out at one of the many restaurants in the area or see a show. For the sports fan, there is both harness racing and dog racing, and everything else from jai-alai to fishing.

CSREA members who would like a complete rundown and literature, should write to Orlando Chamber of Commerce, Box 1913, 75 E. Ivanhoe Boulevard, Orlando, Fla. 32801. Better yet, stop in at the visitor's information center on the first floor of the Chamber of Commerce Building, it's open from 8 a.m. to 5 p.m. every weekday.

Information on retirement housing in the Orlando metropolitan area can be obtained from the Florida Association of Homes for the Aging, 525 East South St., Orlando, Fla. 32801. For a free list of retirement publications, with descriptions and prices, write: Sun Rise House, Box 217, Longwood, Fla. 32750.

ORLANDO — One of the breathtaking sights, especially at night is Centennial Fountain on Lake Eola in downtown Orlando. Colored lights and shooting sprays attract many visitors to the surrounding park for a quiet stroll.

United States
of America

Congressional Record

PROCEEDINGS AND DEBATES OF THE 94^{th} CONGRESS, FIRST SESSION

Vol. 121 WASHINGTON, FRIDAY, MAY 9, 1975 No. 74

THE GREAT ORLANDO PROPERTY SALE

HON. LOUIS FREY, JR.

OF FLORIDA

IN THE HOUSE OF REPRESENTATIVES

Friday, May 9, 1975

Mr. FREY. Mr. Speaker, I would like to call the attention of my colleagues and the American people to the positive actions taken by Orange, Seminole, and Osceola Counties in Florida to attract industry to our area and to win jobs for our people.

The businessmen in this tricounty area through the Orlando Area Chamber of Commerce, decided to do something about our present economic situation. The chamber devised "The Great Orlando Property Sale," putting in one package all of the substantial discounts, rebates and cost reductions offered by both industrial and residential property owners.

And then the chamber persuaded other developers and owners to offer similar concessions so that this 6-week sale became truly an orderly and comprehensively planned program. The concessions offered have been so significant that companies considering opening plants in Florida—or families thinking about moving to our State—have been encouraged to do so now because property prices are low. The sale extended from March 14 to April 30.

I am delighted to report there were 197 solid inquiries. The breakdown is as follows: 96 for homes; 31 for condominiums; 29 for apartments; 2 from people interested in starting new businesses; 6 interested in purchasing apartment complexes; 3 for other investments; 10 general inquiries about homes for retirement, land development, et cetera, as well as 20 from companies.

It is interesting to note that even if only 7 of the 20 interested companies locate in the area they would hire up to 6,000 people and occupy about 1 million square feet of existing plant space.

The 197 inquiries came from 18 States located throughout the country, although most came from the East and Midwest.

Mr. Speaker, this is the kind of old-fashioned, vigorous, imaginative self-help action which made this country great, and I suggest that other cities around the country might want to consider the Great Orlando Property Sale as an aid to the generation of business and jobs.

On March 14, the Wall Street Journal contained an article on this event and I would like to insert this article at this point:

So, starting today, this central Florida area is offering six weeks of rebates, discounts, price cuts and sales gimmicks in an effort to clear the real-estate shelves of slow-moving items. Many bargains were available before today, but there will be even more over the next six weeks. The big sale is the brainchild of the Orlando Area Chamber of Commerce.

Last year this area, like many places in the U.S. was hit by a recession. But Orlando had double trouble: It was also hit by a serious drop in the important tourist business. Tourism slumped because of the fuel scare that followed the Arab embargo; when tourism slumped, so did the rest of the local economy.

Suddenly the area realized that it was seriously overbuilt. It had been seriously overbuilt anyway; the tourist-business drop and its impact simply hastened the realization. The tourists are back now, but the vacancies remain.

"I guess we sort of got caught up in a euphoria with Disney World coming in" about 15 miles southwest of downtown Orlando, says A. R. Timberman Jr., the chamber of commerce's expert in economic development. "We went from 5,800 motel units to 28,000 units almost overnight, and the euphoria permeated every other field. We were building apartments and condominiums like,there was no tomorrow."

TOO BUSY TO THINK

Robert N. Gardner, an executive at Condev Corp., a real-estate developer, says, "We were so busy building apartments that everybody was unaware that a lot of the people renting the apartments were construction workers who were coming in to build more new apartments. Nobody knew what anybody else was doing, and the real-estate development trusts were throwing money in every direction."

Mr. Timberman of the chamber of commerce says that things were booming so much that efforts to attract new industry were hurt. "General Tire,' he says, "was talking seriously about putting a plant here. We were No. 1 on their list. But they decided not to because they didn't think they could hire enough people to staff it." With the unemployment rate up to 10% now from 3% then, at least finding workers would be no trouble now.

Mayor Carl Langford is an optimist. He calls the big push starting today a "going-into-business sale." In politics, he says, one learns that there are no problems, only opportunities. He adds, "We are faced with some indescribable opportunities."

Whatever you call them, vacancies are undeniably in abundance, as a compilation by the chamber shows:

Condominiums—There are 8,068 in the area, and 5,033 of them, or an eight-year supply at recent growth rates, are vacant.

Apartments—In large complexes (more than 40 units) there are 28,894 apartments, and 7,818, a two-year supply, are vacant. And that doesn't count 8,388 others that are under construction or, at last report, scheduled to be built.

Homes—There is no accurate count of those up for sale, but Robert G. Gardner, director of the Home Builders Association of Mid-Florida, says that if a thousand new families arrived in the Orlando area tomor-

of 20% from boom times. In 1970 there were 12 industrial parks with 6,738 acres; now there are 25 with 18,489 acres, a 174% increase in acreage. Most factories and warehouses here are in industrial parks.

Office space—About 1.5 million square feet of floor space is available, a three-year supply. Some was leasing for less than $5 a square foot before the sale. For the next six weeks, all seven major office parks are offering 5% to 10% reductions off pre-sale prices.

HAVE A FREE RIDE

Renters of industrial and office space like to avoid talking about prices because of a lot of variables, but David Lamsens, vice president of Orlando Central Park, an industrial and office park, says he is going along with 5% to 10% discounts. He adds, "If a prospect comes to me in response to this campaign, when he walks in that door and I quote him a price he's going to know he's got a bargain."

And if he takes the bargain, Mr. Lamsens adds, the park will rebate any plane fare and motel expenses.

J. Blair Culpepper, president of Winter Park Savings and Loan, says he'll do more: "If somebody is interested in moving his business here, we send a representative with a map to talk about where to buy a home, where the school is, how far it is to the grocery, and where he has to go to ride horseback." And with a lot of money available for lending, Winter Park Savings and Loans will shave interest rates on mortgages in some cases, Mr. Culpepper says.

If someone wants an apartment instead of a home, he too can find bargains during the sale. Mr. Gardner of Condev, for example, says that new rentals at some Condev projects are being cut as much as $25 a month. At Orient Woods, a two-bedroom, two-bath unit that was $210 a month is now $185.

Condev had already lowered some condominium prices 20%. "In addition," Mr. Gardner says, "we're paying the maintenance fee (about $33 a month) for the first year. We're also guaranteeing (during the sale) that we'll buy the unit back if the man loses his job during the first year and we'll buy it back unconditionally in the second year."

BAD IN THE LONG RUN?

Bargains have been widespread here for many months now. A two-bedroom one-bath condominium that was priced at $22,900 a year ago is priced at $20,000 now, Mr. Gardner says. Other bargains in the area frighten real-estate managers, who are convinced the good buys will turn out to be disastrous for apartment operators.

With occupancy rates as low as 5% at some projects, "giveaway programs" are being offered "in a last-ditch effort to forestall the lender from closing the door," says Anthony J. Nicholson, the head of the apartment managers' association.

He says some renters have taken to moving from one apartment to another simply to take advantage of the "giveaways," and it isn't hard to see why: A new tenant at Aloma Arms All American Apartments, for example, pays only $17.76 a month rent for the first two months, then gets a rebate of a $25 U.S. savings bond for the third and fourth months.

He might, however, find the offer at the four projects operated by IFCO Ltd. even more attractive: New renters pay only $15.95

**Greater
Orange Park
Community
Hospital**

1976 FLORIDA PUBLIC RELATIONS ASSOCIATION

GOLDEN IMAGE AWARDS

MAJOR PROGRAM -- BUSINESS CATEGORY

BEST COPY AVAILABLE

COMMUNITY RELATIONS PROGRAM

A PLANNED PROGRAM OF COMMUNICATION

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Greater Orange Park
Community Hospital
TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Greater Orange Park Community Hospital
An Investor Owned Hospital
Affiliated with the Hospital Company HUMANA
2001 Kingsley Avenue
Orange Park, Florida 32073
904/264-1411

CS205226

FOREWORD

This public relations program was designed to help develop and maintain an awareness throughout the communities we serve that Greater Orange Park Community Hospital: (1) delivers the highest quality health care possible in the areas we serve, (2) is responsive to the health care needs of the community, (3) is staffed by competent professionals and (4) functions compassionately. This program was implemented under the guidelines listed in our Planned Program of Communication.

PLANNED PROGRAM OF COMMUNICATION

Greater
Orange Park
Community
Hospital

Greater Orange Park Community Hospital's Planned Program of Communication was initiated prior to the dedication of our facility in October, 1974.

After almost two years of operation the program is constantly expanding and reaching new horizons.

The objectives of Greater Orange Park Community Hospital's 1976 Planned Program of Communication are:

> Develop throughout the communities we serve an awareness that Greater Orange Park Community Hospital delivers the highest quality hospital-medical care available in a community of that size.
>
> Develop throughout the communities we serve an awareness that Greater Orange Park Community Hospital, in keeping with current trends in hospital care and medicine, will continually provide quality outpatient services to meet the needs of the physicians we serve and their patients.
>
> Create an identity of the Greater Orange Park Community Hospital as the place for emergency treatment.

Create and maintain an identity of the Greater Orange Park Communtiy Hospital as a concerned, responsible, taxpaying member of the community.

Develop an acceptance on the part of each doctor in the community that the Greater Orange Park Community Hospital is responsive to his needs for competent service and modern equipment in the treatment of his patients.

Identify Greater Orange Park Community Hospital as the innovative leader in providing hospital care in the community.

Communicate to the communities that we serve that Greater Orange Park Community Hospital is responsive to their health care needs.

Help promote the reputation of Greater Orange Park Community Hospital as a serious, stable and responsible hospital ethically managed and with humanitarian objectives.

The program is divided into four phases:

1) Community Education -- Featuring a prior consent program, a tour series for children, a speaker's bureau,

health education seminars for hospital volunteers and the community, parent centered maternity care program, a medical economic workshop for physician office personnel, a county wide CPR program of instruction, and community health improvement programs (high blood pressure checks and diabetes screening) were offered to the public during National Hospital Week and during programs presented at various locations in the community throughout the year.

2) Information Program -- Featuring brochures for patients, patient information cards, brochures for inpatients and outpatients, brochures for the public, courtesy admission cards, bicentennial birth certificate for all the newborns in 1976, brochures for physicians, medical staff newsletter "Vital Signs" for physicians on our staff, volunteer newsletter "Humanatarian", and the hospital house organ, "Highlights" which is distributed to the employees of the hospital, physicians on the medical staff, members of our volunteer program, civic leaders, elected officials and news media representatives.

3) Publicity -- Consisted of news articles that appeared

in the local newspapers, "Clay Today" (daily),"Clay County Crescent" (weekly), "The Florida Times Union" (daily) and the "Jacksonville Journal" (daily). And a 30 minute public service program aired on WAYR (local station) during June, 1976.

4) Feedback Program -- Featuring an "ombudsman" who advocates on the behalf of patients, patient questionnaire, pediatric questionnaire, emergency department questionnaire, and exit interview. These are used to show the patients, their families, and members of our medical staff that we are concerned and we want to meet their health care needs. From the information provided by our "ombudsman", and from the results of the questionnaires, we have learned and will continually learn our strong points and our weak points, and we will through the learning process know what steps need to be taken to improve our health care facility, so that we may provide our patients with optimum health care.

Through the implementation of the Greater Orange Park Community Hospital Planned Program of Communication, the hospital has been able to reach and influence a number of critical audiences.

1) employees of the hospital

2) doctors

[illegible] "consumers" (that is, patients and their families) and potential "customers" for hospital care

4) civic leaders and other opinion molders

5) news media representatives

6) law enforcement officials and providers of emergency services

7) elected officials at the local level

Greater Orange Park Community Hospital's Planned Program of Communication was designed to help develop and maintain an awareness among the hospital employees, physicians and volunteers, the citizens of the communities we serve, and the community leaders within those communities, that Greater Orange Park Community Hospital is a health care facility dedicated to quality care.

AEROSOL EDUCATION BUREAU
Silver Anvil Presentation
March 15, 1974

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY
Harshe-Rotman & Druck

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."

CS205226

Ken Makovsky

OBJECTIVES

Deliberate abuse of aerosol products in an effort to get high has taken the lives of many teen-agers throughout the country. As the local and national media reported victims of aerosol sniffing, the aerosol industry feared that its reputation with the consuming public would suffer and its sales might therefore decline if nothing were done. In addition, it feared a credibility problem might develop with the Federal Government whose interest in product safety was growing.

Aerosol products contain a chemical propellant emitted as the ingredients are sprayed which, if inhaled in very high concentrations, can produce abnormal beating of the heart and result in death. Some critics charged that even under normal use aerosols may pose significant health dangers and alleged that the can itself was a potential explosive.

Member companies of the aerosol industry organized to form the Ad Hoc Aerosol Committee, which claimed that aerosols were safe if used as intended and only were dangerous if abused. The Committee retained Harshe-Rotman & Druck to develop and execute a program to communicate the facts to the appropriate publics.

HR&D engaged in extensive research to understand the sniffing practice and the motivations behind it and spoke with community professionals and editors in areas where the problem was most acute. Then we developed these objectives:

1. Combat deliberate abuse of aerosol products.
2. Explain how to use aerosols properly.
3. Demonstrate to consumers, government leaders and community professionals, the aerosol industry's concern and interest in solving all product-related problems.
4. Increase understanding of the abuse problem among members of the industry.

While the AEB was established in 1969-70, a full-program has only been conducted for the last two years, and this first entry covers the last 18 months activity.

METHODS

HR&D conceived and created the Aerosol Education Bureau (AEB) as the authoritative information arm of the industry which would guide the educational program, develop research information relating to the problems mentioned above and present industry's position to consumers and the press when required.

To combat deliberate abuse of aerosols and explain proper use, the AEB determined that it had to reach not only the students who were prospective experimenters but also the adults who might influence them -- such as teachers, public health and civic officials and parents in general.

The AEB produced the following media to carry its message warning young people of the dangers of deliberate abuse:

- An educational filmstrip kit with teacher's manual and student handout was made available to all public and private junior and senior high schools in the country.

- Public service radio announcements by Bill Cosby distributed to nearly every college radio station.

- "Is This High Worth Dying For?" -- a brochure primarily directed and offered to civic leaders and adults through the nation's leading organizations.

- A basic informational piece adapted for city editors of daily newspapers and broadcast public affairs directors, public health officials (coroners or medical examiners) and police chiefs was sent in areas where aerosol incidents have occurred or where the problem is or was expected to be acute.

To carry the message on how and where aerosols can be used safely, the AEB produced:

"Safe Use of Aerosols Around the House" -- a brochure currently being offered to civic leaders and adults

A filmstrip for use at the elementary school level is currently being tested.

To counter inaccurate press charges on the safety of aerosols under normal use, the AEB produced a position paper showing the accomplishments of the industry's medical research for distribution primarily to science editors.

Opinion research is a key technique used by the AEB to determine information which may improve its educational program and enlighten the industry. The AEB organized a 6-city survey to conduct interviews with current or former aerosol sniffers to find out current techniques, motivations, restraints, and other facts. While the results of the study are confidential, one conclusion was the decision to do the elementary school filmstrip. Other examples of research include: surveys of local police and medical examiners to determine the status of the sniffing problem and consumer studies to find out whether industry safety suggestions are applied.

The AEB communicated the industry efforts to conquer product-related problems at the Consumer Product Safety Commission hearings on aerosols. We coordinated all press activities and counseled the industry on its testimony. Similarly, the AEB prepared the industry's press statement after the Nader attack suggesting that aerosols are potential explosives.

The AEB monitors the national and local press daily to determine current attitudes and events regarding aerosols and alerts industry leaders appropriately. Although the AEB does not seek publicity on the aerosol problems, it works with the press throughout the country answering their informational requests as stories arise. Through telephone calls and letters, AEB responds to hundreds of consumer inquiries monthly.

RESULTS

1. There has been no growth in the rate of aerosol sniffing incidents in the U.S. in the last two years, and indications are that the number of geographic areas where the problem is acute has not increased.

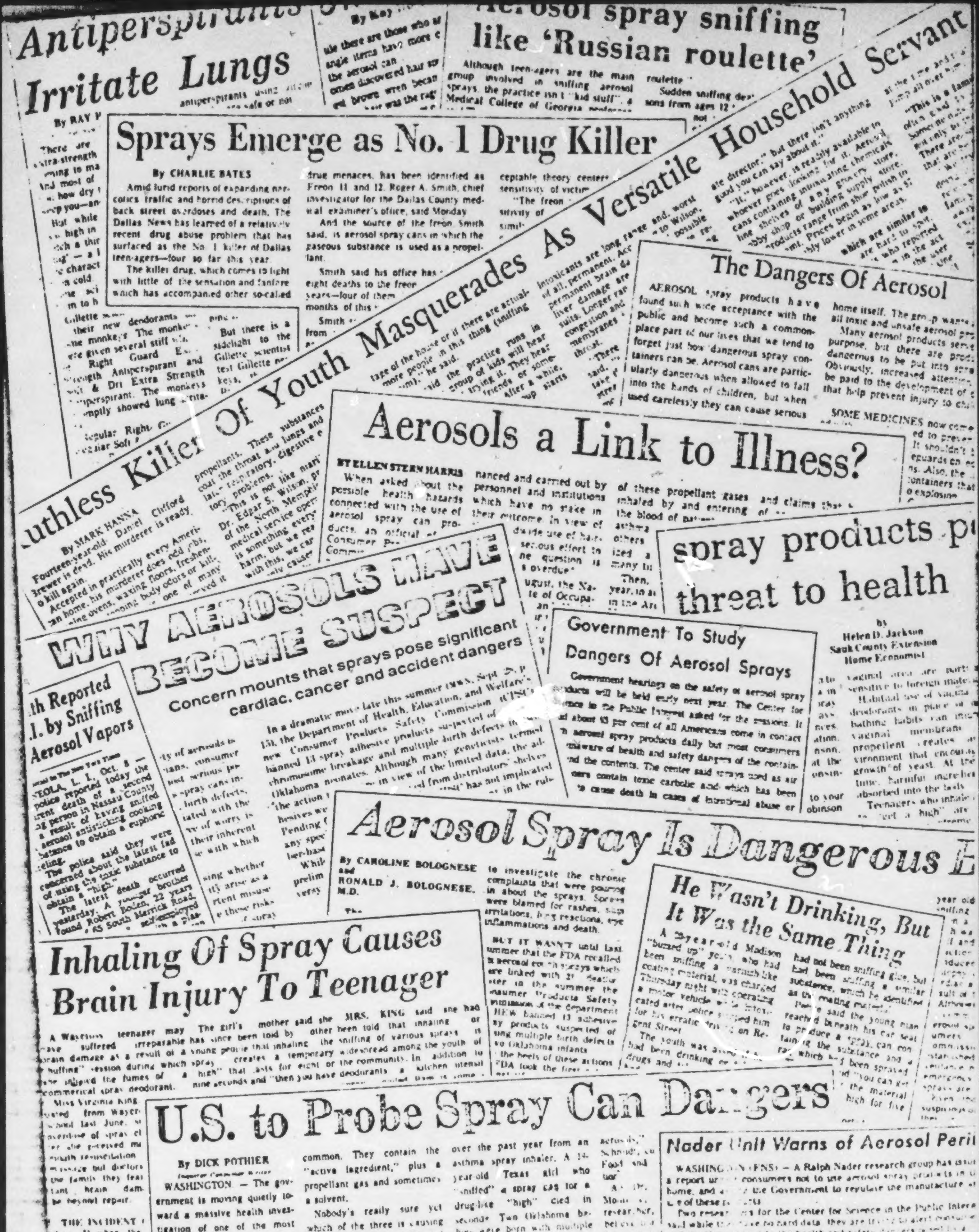
2. (a) Consumers have requested nearly one million pieces of literature on aerosols in the last year and a half; (b) educators throughout the U.S. have endorsed "Rap On," and the filmstrip has been requested by and distributed to three-quarters of the nation's junior and senior high schools; and (c) more public health officials when queried by the press have advised that education rather than product removal was the solution.

3. Nearly all media stories on any aerosol problem today include mention of the industry's educational efforts and its responses to critical charges.

4. The successes of the Aerosol Education Bureau was one of the aerosol industry's strongest defenses at its hearing on Feb. 20, 1974 before the Consumer Product Safety Commission, according to leaders of the aerosol industry. In addition, nearly all articles published on the hearing presented the industry's viewpoints in spite of the sensational criticism of the opposition.

5. The number of aerosol units sold in each of the last two years has continued to rise. Steady reports to all segments of the industry relating our progress and findings have resulted in a refunding of the program.

AEROSOLS UNDER ATTACK



Antiperspirants Irritate Lungs

By RAY P

There are extra-strength … and most of … how dry … But while … high in …

Gillette … their new deodorants … The monkeys … were given several stiff … Right Guard … Strength Antiperspirant and … & Dri Extra Strength … antiperspirant. The monkeys … showed lung irrita-

But there is a sidelight to the Gillette scientist test Gillette …

Regular Right G… Regular Soft …

antiperspirants using … are safe or not

By Ray …

…ile there are those who … single items have more … the aerosol can … often discovered hair … got brown when … hair was the …

Aerosol spray sniffing like 'Russian roulette'

Although teen-agers are the main group involved in sniffing aerosol sprays, the practice isn't "kid stuff", a Medical College of Georgia professor …

… roulette."

Sudden sniffing deaths … sons from ages 12 … not …

Sprays Emerge as No. 1 Drug Killer

By CHARLIE BATES

Amid lurid reports of expanding narcotics traffic and horrid descriptions of back street overdoses and death, The Dallas News has learned of a relatively recent drug abuse problem that has surfaced as the No. 1 killer of Dallas teen-agers—four so far this year.

The killer drug, which comes to light with little of the sensation and fanfare which has accompanied other so-called drug menaces, has been identified as Freon 11 and 12, Roger A. Smith, chief investigator for the Dallas County medical examiner's office, said Monday.

And the source of the freon, Smith said, is aerosol spray cans in which the gaseous substance is used as a propellant.

Smith said his office has … eight deaths to the freon … years—four of them … months of this …

Smith … from …

…ceptable theory centers … sensitivity of victim…

"The freon … sitivity of … simil…

…uthless Killer Of Youth Masquerades As Versatile Household Servant

By MARK HANNA

Fourteen-year-old Daniel Clifford Brewer is dead. His murderer is ready to kill again.

Accepted in practically every American home, his murderer does odd jobs, cleaning ovens, waxing floors, freshening … body odors or killing … one of many …

propellants. These substances coat the throat and lungs and later respiratory, digestive … tory problems.

"This is not like mari… Dr. Edgar S. Wilson, pr… of the North Memphis … medical service oper… is something every… harm, but we rea… with this, we can… …ly cause…

…tage of the house or if there are actual… more people in this thing (sniffing …m)," he said.

…aid the practice runs in … group of kids will hear … trying it. They hear … friends of some… After a while, … up starts

Intoxicants are long range and, worst of all, permanent. Acc… permanent brain da… liver damage are … suits. Longer ran… congestion and … membranes … throat.

"There … said. … take … …

…ate director," but there isn't anything good you can say about it."

"It," however, is readily available to whoever goes looking for it. Aerosol cans containing intoxicating chemicals line shelves of any grocery store, hobby shop or building supply store. … products range from shoe polish to … Prices begin as low as … …bly lower in some areas.

… which are similar to … are hard to spot … who reported … in the act … the user …

… at the time and … jump all over him …

"This is a fam… often … Sometimes … not only … There are … that are …

The Dangers Of Aerosol

AEROSOL spray products have found such wide acceptance with the public and become such a commonplace part of our lives that we tend to forget just how dangerous spray containers can be. Aerosol cans are particularly dangerous when allowed to fall into the hands of children, but when used carelessly they can cause serious …

… home itself. The group wants … all toxic and unsafe aerosol pro… Many aerosol products serve … purpose, but there are prod… dangerous to be put into spra… Obviously, increased attention … be paid to the development of … that help prevent injury to chi…

SOME MEDICINES now come … ed to preve… It shouldn't … eguards on … ns. Also, the … containers that … o explosion …

Aerosols a Link to Illness?

BY ELLEN STERN HARRIS

When asked about the possible health hazards connected with the use of aerosol spray can products, an official of … Consumer Pr… Comm…

…nanced and carried out by personnel and institutions which have no stake in their outcome. In view of … … use of hair… serious effort to … the question is … overdue."

…ugust, the Na… …te of Occupa… …

of these propellant gases inhaled by and entering the blood of patients … asthma … others … ized a … many ti… Then, … year, in a… in the Am…

and claims that … of …

spray products p… threat to health

by
Helen D. Jackson
Sauk County Extension
Home Economist

… vaginal areas are partic… sensitive to foreign mate… Habitual use of vaginal deodorants in place of … bathing habits can irrit… vaginal membranes … propellent creates an … vironment that encourag… growth of yeast. At the … time, harmful ingredient… absorbed into the body …

Teenagers who inhale … to "feel a high" are …

…a to … a in … spray … ays… …nces. …ation. …nson. … at the … unsin… … to your … obinson

WHY AEROSOLS HAVE BECOME SUSPECT

Concern mounts that sprays pose significant cardiac, cancer and accident dangers

In a dramatic move late this summer (WWS, Sept. … 15), the Department of Health, Education, and Welfare's new Consumer Products Safety Commission (CPSC) banned 13 spray adhesive products suspected of … chromosome breakage and multiple birth defects in … Oklahoma neonates. Although many geneticists termed … in view of the limited data, the ad… … from distributors' shelves … has not implicated … in the rul…

"the action … hesives we… Pending … any spec… ber-base… While … prelim… versy …

…ty of aerosols to … …ians, consumer … most serious pr… … spray cans in… … birth defects, … …iated with the … … of worry is … their inherent … with which …

…sing whether … …ly arise as a … …rent misuse … these risks … spray

…th Reported …I. by Sniffing Aerosol Vapors

Special to The New York Times

…SEOLA, L. I., Oct. 8 — … police reported today the … recent death of a second … person in Nassau County … a result of having sniffed … aerosol antisticking cooking … substance to obtain a euphoric … feeling.

The police said they were concerned about the latest fad of using the toxic substance to obtain a "high."

The latest death occurred yesterday. A younger brother found Robert Bolen, 22 years … 65 South Merrick Road, … self-employed … a plas…

Government To Study Dangers Of Aerosol Sprays

Government hearings on the safety of aerosol spray products will be held early next year. The Center for Science in the Public Interest asked for the sessions. It … about 85 per cent of all Americans come in contact … aerosol spray products daily but most consumers … unaware of health and safety dangers of the containers and the contents. The center said sprays used as air … fresheners contain toxic carbolic acid which has been … to cause death in cases of intentional abuse or …

Aerosol Spray Is Dangerous E…

By CAROLINE BOLOGNESE and RONALD J. BOLOGNESE, M.D.

The …

to investigate the chronic complaints that were pouring in about the sprays. Sprays were blamed for rashes, skin irritations, lung reactions, eye inflammations and death.

BUT IT WASN'T until last summer that the FDA recalled … aerosol cough sprays which are linked with 2… deaths … later in the summer the Consumer Products Safety Commission of the Department of HEW banned 13 adhesive spray products suspected of causing multiple birth defects in two Oklahoma infants.

On the heels of these actions FDA took the first …

…year old … sniffing … …

He Wasn't Drinking, But It Was the Same Thing

A 2…-year-old Madison "buzzed up" youth, who had been sniffing a varnish-like coating material, was charged Thursday night with operating a motor vehicle while intoxicated after police stopped him for his erratic driving on Regent Street.

The youth was … had been drinking or … drugs and …

had not been sniffing glue, but had been sniffing a similar substance, which he identified as the coating material.

Police said the young man reached beneath his car seat to produce a spray can containing the substance and a rag which had been sprayed … "you can get … the material … high for five …

Inhaling Of Spray Causes Brain Injury To Teenager

A Waycross teenager may have suffered irreparable brain damage as a result of a "huffing" session during which she sniffed the fumes of a commercial spray deodorant.

Miss Virginia King … from Waycross … last June … overdose of spray … she received … mouth resuscitation … but doctors … the family they fear … brain damage … be beyond repair.

THE INCIDENT … … when the girl and three other … bought three cans …

The girl's mother said she has since been told by a young people that inhaling spray creates a temporary "high" that lasts for eight or nine seconds and "then you have …

MRS. KING said she had other been told that inhaling the sniffing of various sprays is widespread among the youth of the community. In addition to deodorants, a kitchen utensil …

U.S. to Probe Spray Can Dangers

By DICK POTHIER

Inquirer Consumer Writer

WASHINGTON — The government is moving quietly toward a massive health investigation of one of the most common household products in the nation — the aerosol …

common. They contain the "active ingredient," plus a propellant gas and sometimes a solvent.

Nobody's really sure yet which of the three is causing the documented cases of death and disability from spray cans. But the cases a…

over the past year from an asthma spray inhaler. A 14-year-old Texas girl who "sniffed" a spray can for a drug-like "high" died in seconds. Two Oklahoma babies were born with multiple birth defects strongly attributable to overuse of home …

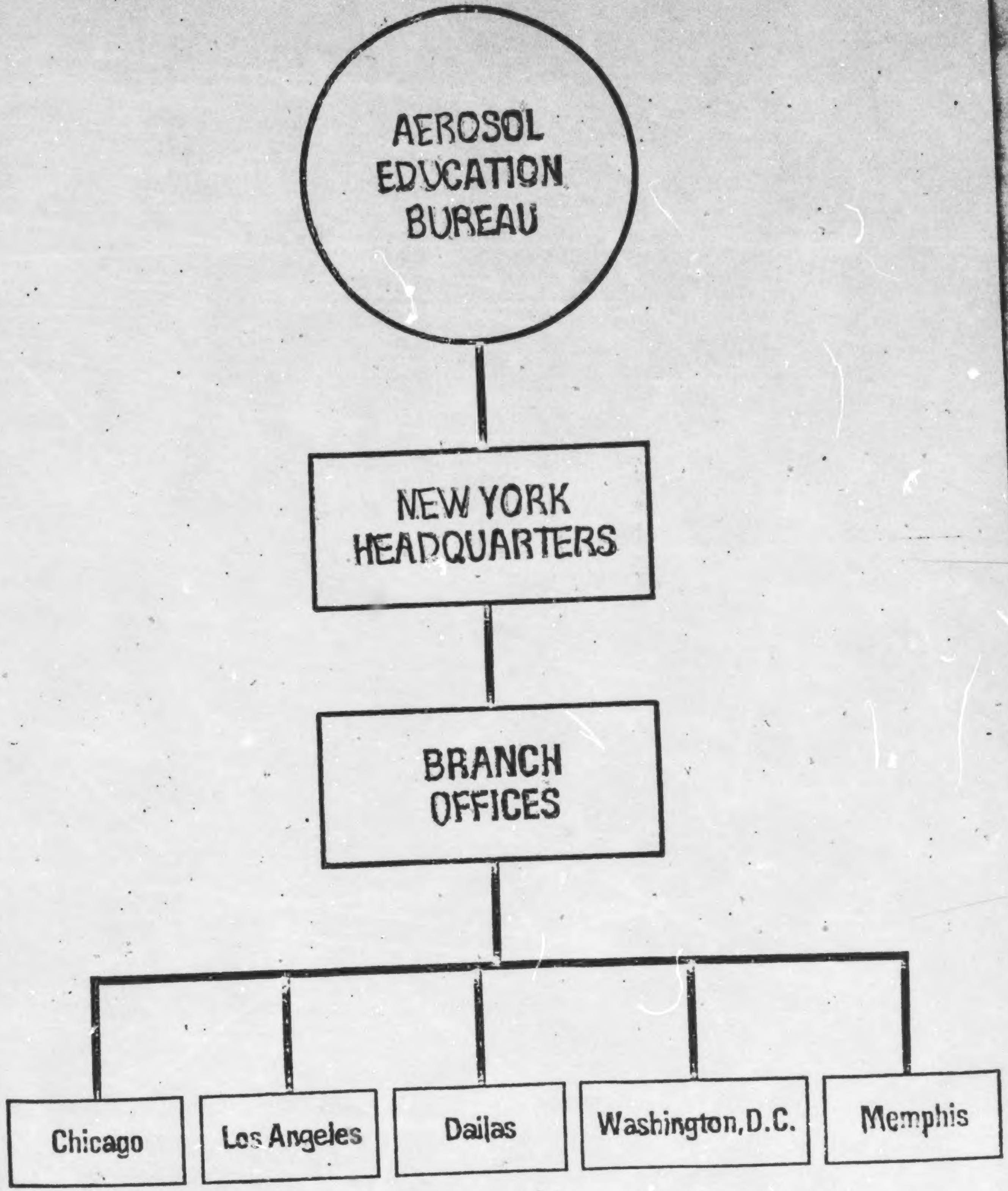
… actually," Schmidt, … Food and … …

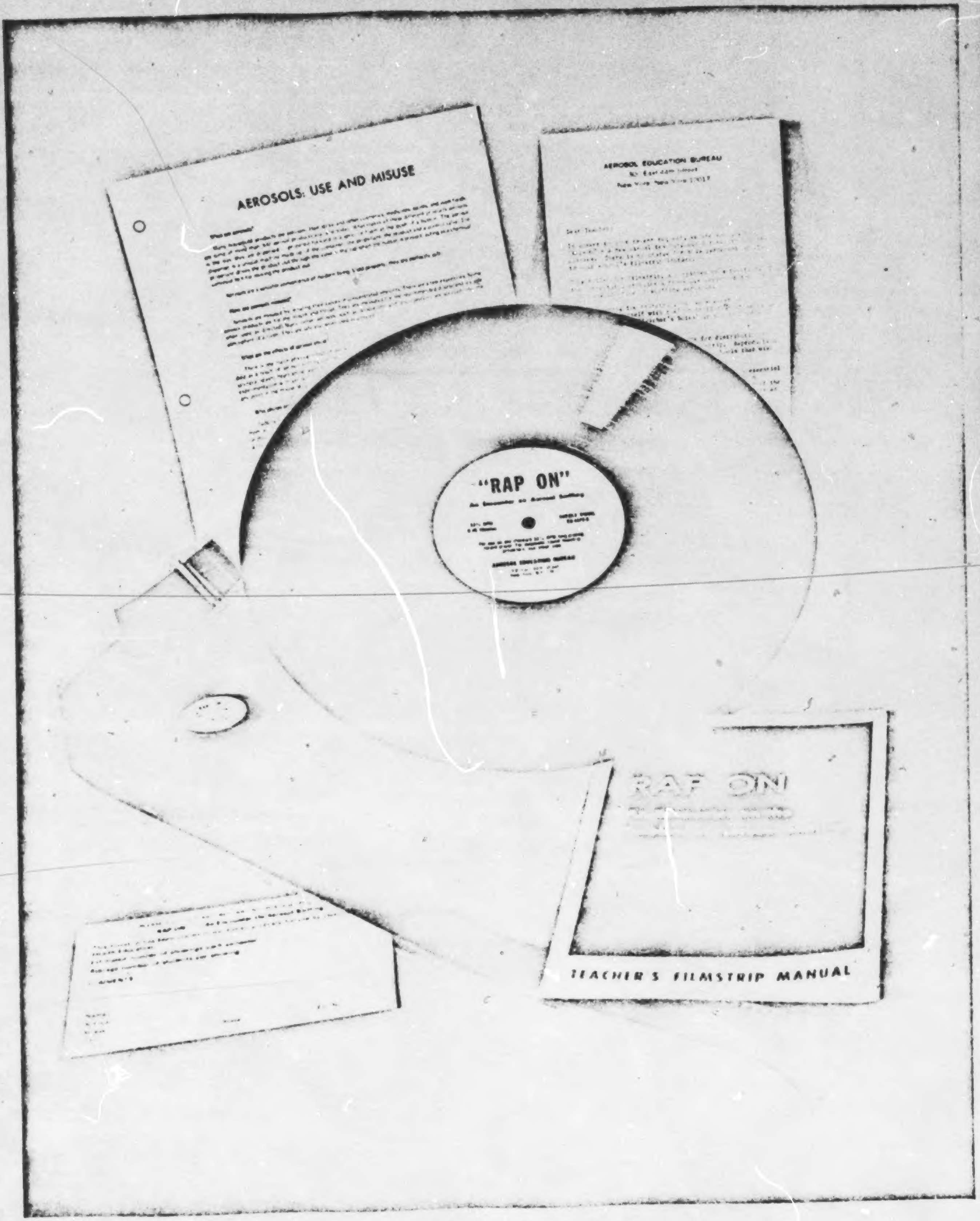
Nader Unit Warns of Aerosol Peril

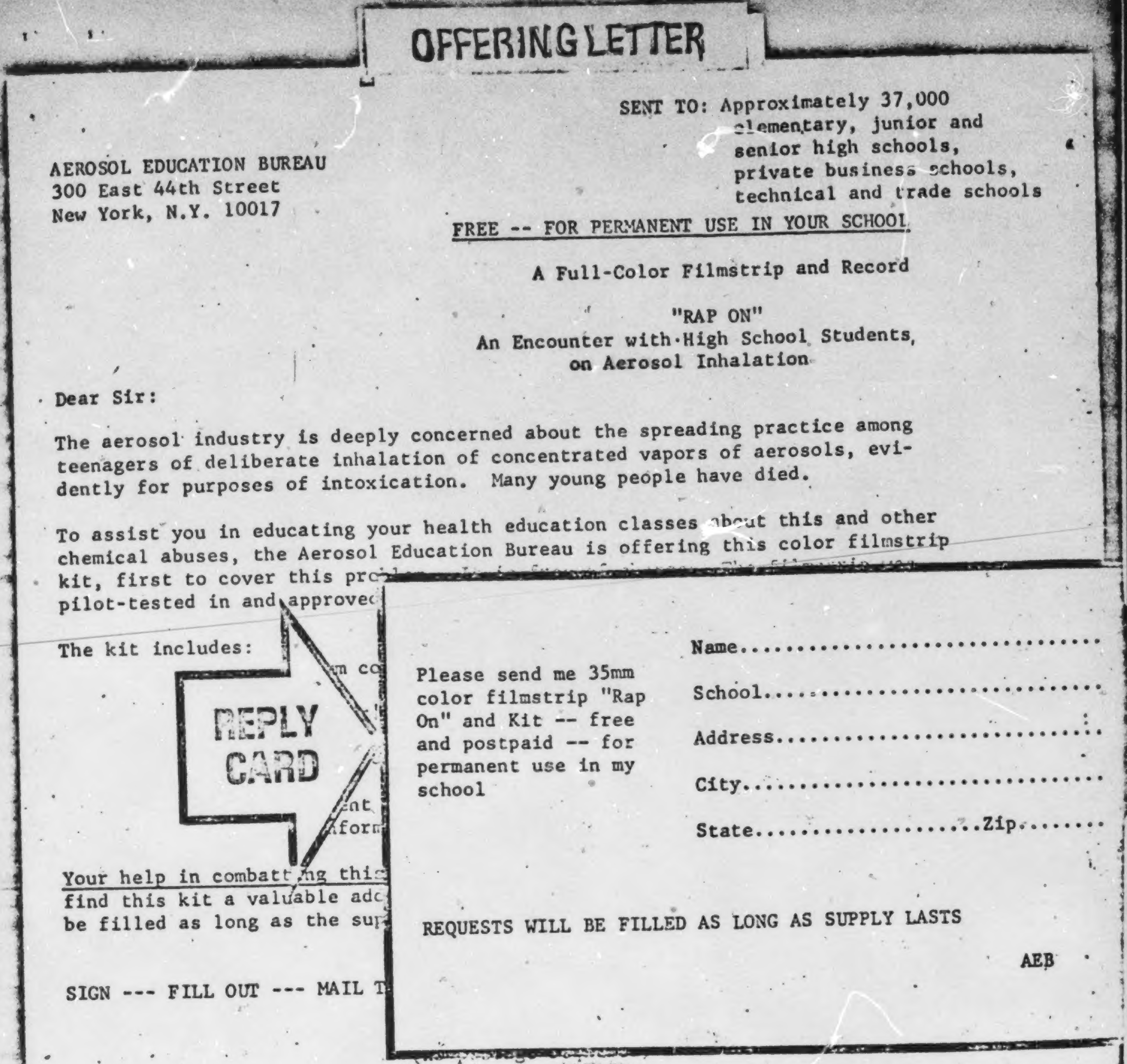
WASHINGTON (FNS) — A Ralph Nader research group has issued a report urging consumers not to use aerosol spray products in the home, and … the Government to regulate the manufacture and use of these products.

Two researchers for the Center for Science in the Public Interest said while they have no hard data, they are trying to alert consumers and the … to the health and safety dangers …

Aerosol Education Bureau (AEB) Helps Industry Combat Aerosol Abuse And Promote Safe Use


AEROSOL EDUCATION BUREAU
NEW YORK HEADQUARTERS
BRANCH OFFICES
Chicago
Los Angeles
Dallas
Washington, D.C.
Memphis


AEROSOLS: USE AND MISUSE
AEROSOL EDUCATION BUREAU
"RAP ON"
RAP ON
TEACHER'S FILMSTRIP MANUAL



OFFERING LETTER

SENT TO: Approximately 37,000
elementary, junior and
senior high schools,
private business schools,
technical and trade schools

AEROSOL EDUCATION BUREAU
300 East 44th Street
New York, N.Y. 10017

FREE -- FOR PERMANENT USE IN YOUR SCHOOL

A Full-Color Filmstrip and Record

"RAP ON"
An Encounter with High School Students
on Aerosol Inhalation

Dear Sir:

The aerosol industry is deeply concerned about the spreading practice among teenagers of deliberate inhalation of concentrated vapors of aerosols, evidently for purposes of intoxication. Many young people have died.

To assist you in educating your health education classes about this and other chemical abuses, the Aerosol Education Bureau is offering this color filmstrip kit, first to cover this pro
pilot-tested in and approve

The kit includes:

m co

ent
form

REPLY
CARD

Your help in combatting this
find this kit a valuable ad
be filled as long as the su

SIGN --- FILL OUT --- MAIL T

Please send me 35mm color filmstrip "Rap On" and Kit -- free and postpaid -- for permanent use in my school

Name............................
School..........................
Address.........................
City............................
State..................Zip.......

REQUESTS WILL BE FILLED AS LONG AS SUPPLY LASTS

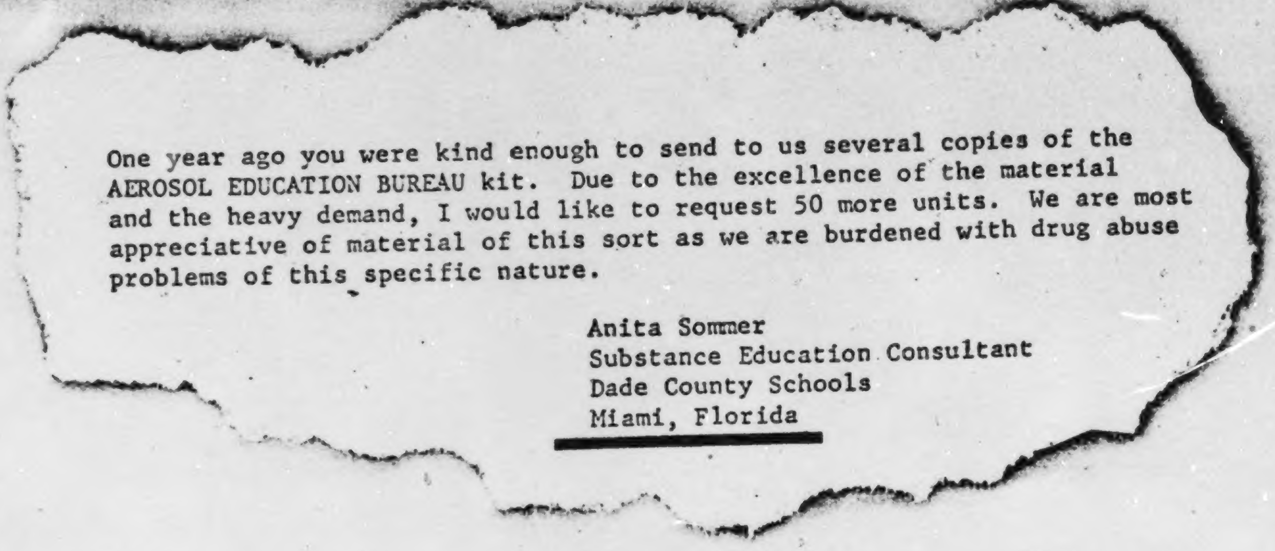
AEB

AEB produced and distributed "Rap On," an educational filmstrip on the dangers of aerosol sniffing, to more than three-fourths of the nation's junior and senior public and private high schools.

Problem most acute at this age level.

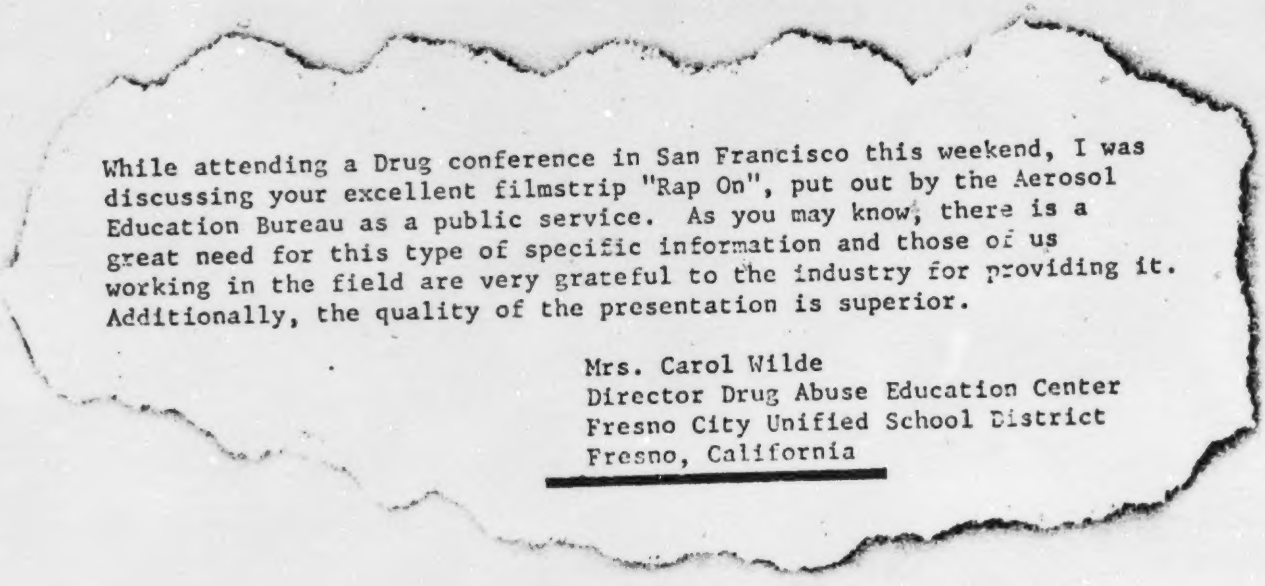
EDUCATIONAL LEADERS ENDORSE "RAP ON"

6 EXAMPLES...



One year ago you were kind enough to send to us several copies of the AEROSOL EDUCATION BUREAU kit. Due to the excellence of the material and the heavy demand, I would like to request 50 more units. We are most appreciative of material of this sort as we are burdened with drug abuse problems of this specific nature.

Anita Sommer
Substance Education Consultant
Dade County Schools
Miami, Florida



While attending a Drug conference in San Francisco this weekend, I was discussing your excellent filmstrip "Rap On", put out by the Aerosol Education Bureau as a public service. As you may know, there is a great need for this type of specific information and those of us working in the field are very grateful to the industry for providing it. Additionally, the quality of the presentation is superior.

Mrs. Carol Wilde
Director Drug Abuse Education Center
Fresno City Unified School District
Fresno, California

We have received through the Alabama State Department of Education, one complimentary copy of your filmstrip "RAP ON." We think it is an excellent presentation and will be of much value to our health education program.

Mrs. Voncile Frederickson,
Supervisor Health Education
Board of School Commissioners of Mobile County
Mobile, Alabama

Thank you for making this important information available to us.

We all thought the filmstrip and narrative very good.

Mrs. Cecile Hudson
Supervisor Health, Physical Education and Safety
Little Rock Public Schools
Little Rock, Arkansas

Thank you so very much for the excellent filmstrip, record and material, "Rap On", which you sent to me.

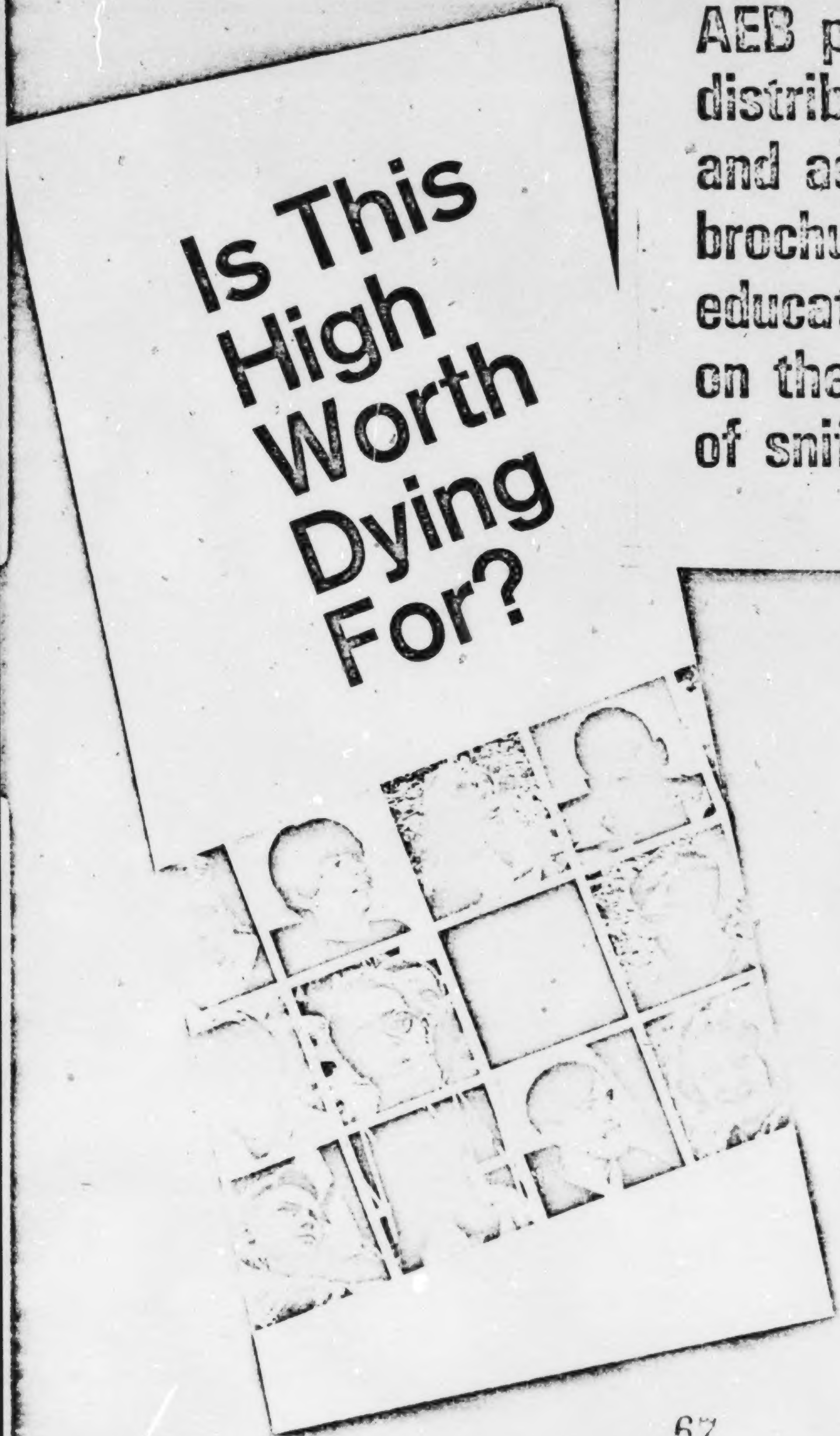
Mrs. Dora B. Mooney
Coordinator of Physical Education and Safety
Jackson Public Schools
Jackson, Mississippi

You are to be congratulated on the project "Rap-On" of the Aerosol Education Bureau.

More education along these lines is a must for the future.

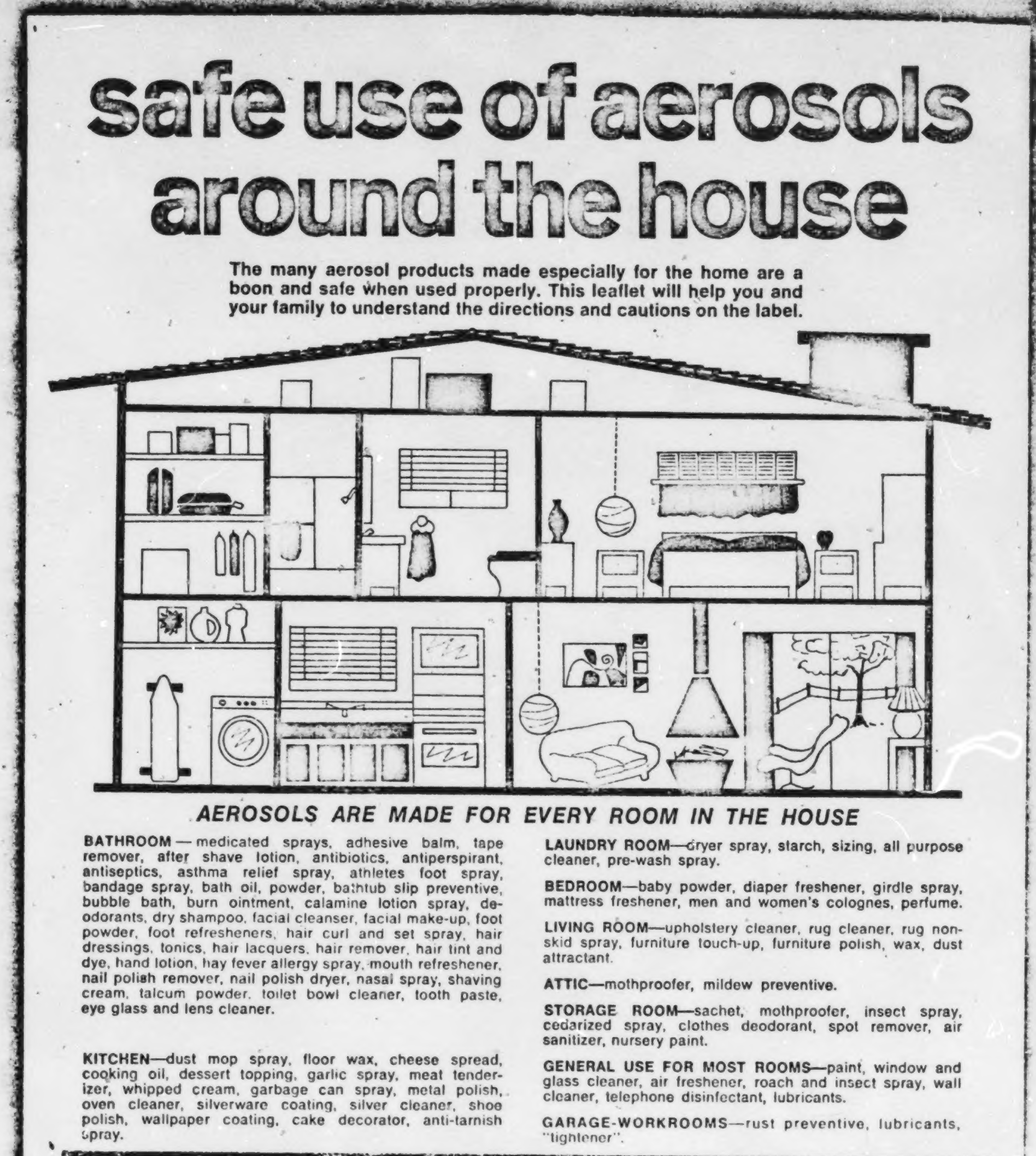
If there is any way that our organization can be of service please be assured you would have our cooperation.

Francis X. Finigan
President
National Science Supervisors Association
Washington, D.C.



Is This High Worth Dying For?

AEB produced and distributed to youth and adults 500,000 brochures which educates youth on the dangers of sniffing.



safe use of aerosols around the house

The many aerosol products made especially for the home are a boon and safe when used properly. This leaflet will help you and your family to understand the directions and cautions on the label.

AEROSOLS ARE MADE FOR EVERY ROOM IN THE HOUSE

BATHROOM — medicated sprays, adhesive balm, tape remover, after shave lotion, antibiotics, antiperspirant, antiseptics, asthma relief spray, athletes foot spray, bandage spray, bath oil, powder, bathtub slip preventive, bubble bath, burn ointment, calamine lotion spray, deodorants, dry shampoo, facial cleanser, facial make-up, foot powder, foot refresheners, hair curl and set spray, hair dressings, tonics, hair lacquers, hair remover, hair tint and dye, hand lotion, hay fever allergy spray, mouth refreshener, nail polish remover, nail polish dryer, nasal spray, shaving cream, talcum powder, toilet bowl cleaner, tooth paste, eye glass and lens cleaner.

KITCHEN—dust mop spray, floor wax, cheese spread, cooking oil, dessert topping, garlic spray, meat tenderizer, whipped cream, garbage can spray, metal polish, oven cleaner, silverware coating, silver cleaner, shoe polish, wallpaper coating, cake decorator, anti-tarnish spray.

LAUNDRY ROOM—dryer spray, starch, sizing, all purpose cleaner, pre-wash spray.

BEDROOM—baby powder, diaper freshener, girdle spray, mattress freshener, men and women's colognes, perfume.

LIVING ROOM—upholstery cleaner, rug cleaner, rug non-skid spray, furniture touch-up, furniture polish, wax, dust attractant.

ATTIC—mothproofer, mildew preventive.

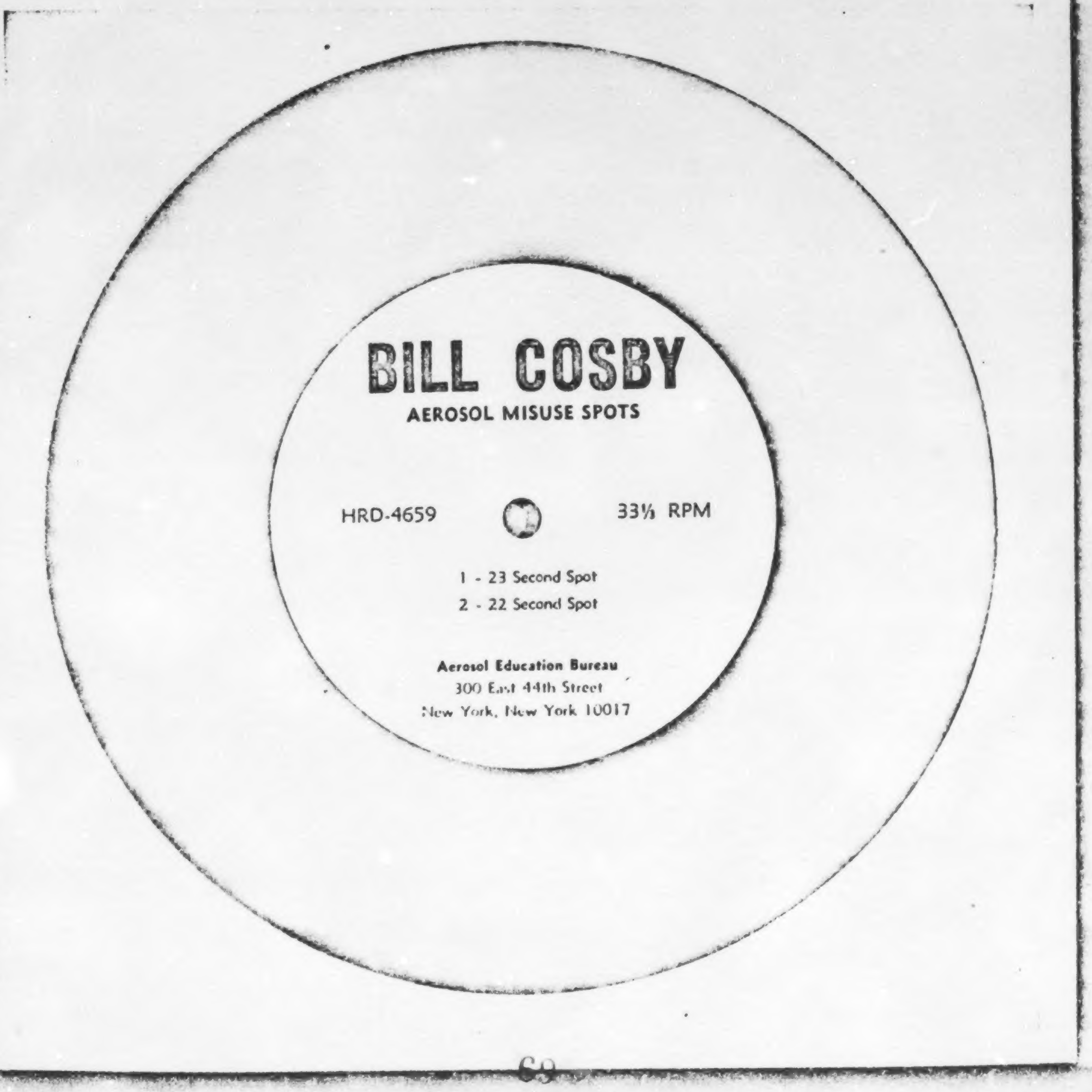
STORAGE ROOM—sachet, mothproofer, insect spray, cedarized spray, clothes deodorant, spot remover, air sanitizer, nursery paint.

GENERAL USE FOR MOST ROOMS—paint, window and glass cleaner, air freshener, roach and insect spray, wall cleaner, telephone disinfectant, lubricants.

GARAGE-WORKROOMS—rust preventive, lubricants, "tightener".

AEB produced and currently distributing to adult organizations a brochure that focuses on proper aerosol use.

AEB produced public service radio announcements on aerosol abuse by Bill Cosby and distributed to nearly every college radio station.


BILL COSBY
AEROSOL MISUSE SPOTS
HRD-4659
33⅓ RPM
1 - 23 Second Spot
2 - 22 Second Spot
Aerosol Education Bureau
300 East 44th Street
New York, New York 10017

RECORD SCRIPT

BILL COSBY AEROSOL MISUSE SPOTS

Produced

by

AEROSOL EDUCATION BUREAU
300 East 44th Street
New York, N.Y. 10017

Script I
(23 seconds)

HELLO, THIS IS BILL COSBY. CHECK THIS. DELIBERATELY SNIFFING CONCENTRATED VAPORS OF AEROSOLS TO GET HIGH, CAN KILL YOU. IT'S TRUE. NO MATTER WHAT YOU MAY HAVE HEARD, SOME BEAUTIFUL PEOPLE HAVE DIED AS A RESULT OF THEIR OWN FOLLY. YOU KNOW, AEROSOLS ARE SAFE WHEN USED RIGHT, BUT DELIBERATE MISUSE CAN PUT YOU ON ICE.

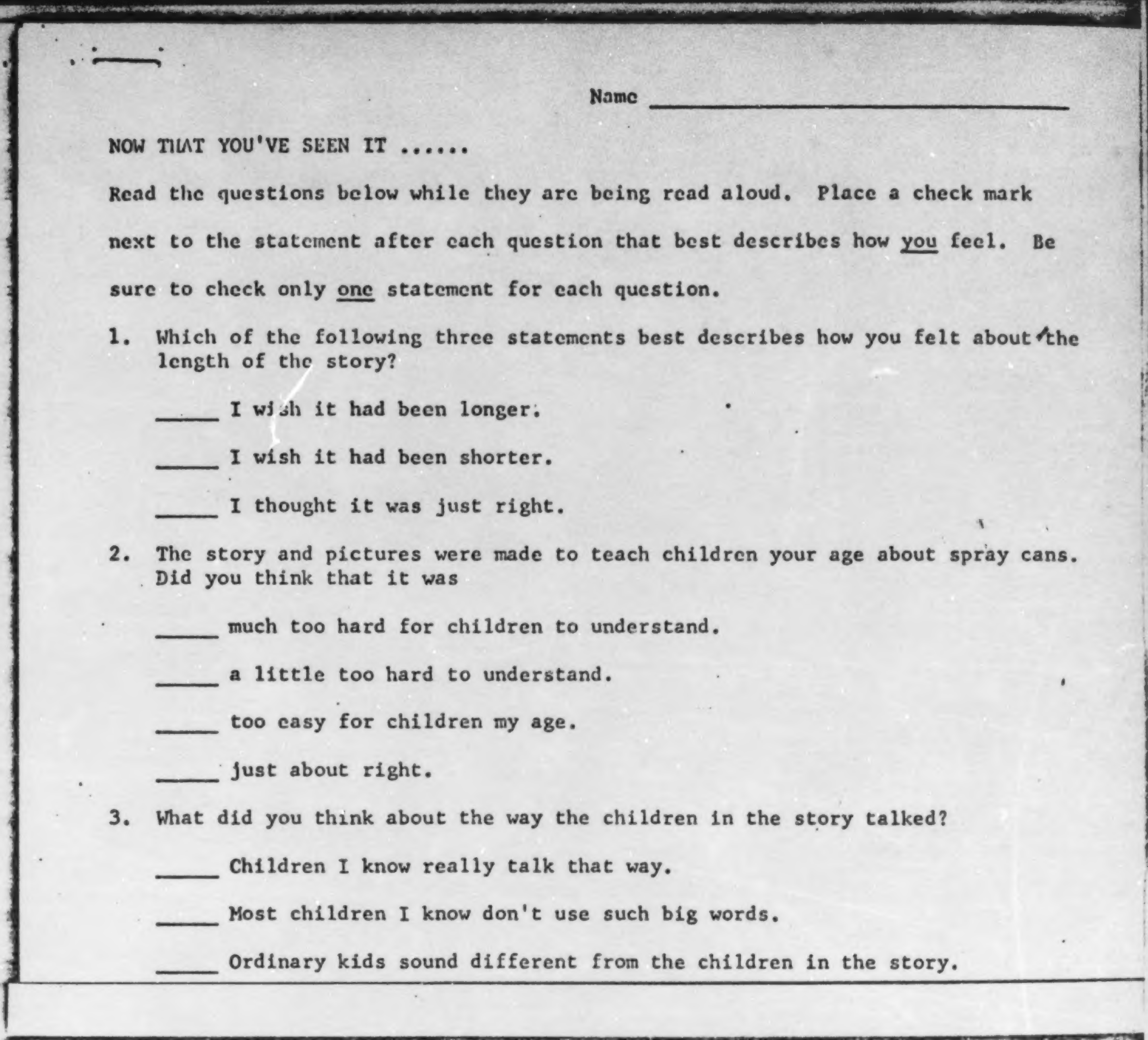
Script II
(22 seconds)

THIS IS BILL COSBY. DO YOU KNOW ANYONE DELIBERATELY INHALING CONCENTRATED AEROSOL SPRAYS TO GET HIGH? WARN HIM THAT HE'S RISKING HIS LIFE. SOME BEAUTIFUL PEOPLE HAVE DIED TRYING TO TURN ON THIS WAY. SOME THE FIRST TIME, SOME THE FIFTH. THEY NEVER KNEW WHAT HIT THEM. SPRAY CANS ARE SAFE WHEN YOU USE THEM RIGHT. WITH SNIFFING, YOU DON'T TURN ON, MAN, YOU DIE!

Elementary School Script

"Bobby And His Friends Learn About Aerosols"

AEB currently preparing filmstrip on safe use of aerosols to reach elementary age level.



Name ______________________________

NOW THAT YOU'VE SEEN IT ......

Read the questions below while they are being read aloud. Place a check mark next to the statement after each question that best describes how you feel. Be sure to check only one statement for each question.

1. Which of the following three statements best describes how you felt about the length of the story?

_____ I wish it had been longer.

_____ I wish it had been shorter.

_____ I thought it was just right.

2. The story and pictures were made to teach children your age about spray cans. Did you think that it was

_____ much too hard for children to understand.

_____ a little too hard to understand.

_____ too easy for children my age.

_____ just about right.

3. What did you think about the way the children in the story talked?

_____ Children I know really talk that way.

_____ Most children I know don't use such big words.

_____ Ordinary kids sound different from the children in the story.

Questionnaires being used in filmstrip test conducted by psychologists in New York and Los Angeles.

The AEB fulfills an industry responsibility-- Educational material on deliberate abuse sent after each incident to police chiefs, coroners, newspaper city desks and radio and TV public affairs directors.

ENID OKLA
D. 18.000 S. 25.000

DEC 4 1973

Martha Ann Thompson

Girl's Death Probed

The death of Martha Ann Thompson, 17-year-old Enid High senior who was dead on arrival at an Enid hospital Saturday night, is still under investigation.

Dr. Cecil Reinstein, Garfield County health officer, said late Monday the autopsy report on Miss Thompson had not been received from the state medical examiner.

Miss Thompson, who lived with a sister, Mrs. James Humes at 2510 Robin Ridge, was rushed to the hospital by youths who were with her at a party in a west side apartment. She was pronounced dead shortly after 10 p.m.

Preliminary reports indicated the girl had been drinking wine, then inhaled two sniffs of an aerosol product used to prevent food from sticking to cooking pans.

The girl became ill after sniffing the fumes which had been sprayed in a paper bag. A youth tried unsuccessfully to revive the unconscious girl with mouth-to-mouth resuscitation before she was taken to the hospital.

Her body was sent to the Oklahoma State Medical Examiner's Office in Oklahoma City for the autopsy.

The district attorney's office is awaiting the autopsy report and has not indicated whether charges will be filed in the case.. Several persons attending the party were juveniles but at least four of the youths were over 18 years of age.

Miss Thompson was born Aug. 19, 1956, in Enid. She was a student at O.T. Autry Vo-Tech, as well as Enid High.

Her funeral rites will be at 10 a.m. Wednesday in the Henninger-Allen Funeral Home Chapel with the Rev. Bill Smythe officiating. Burial will be in Memorial Park Cemetery.

300 East 44th Street
New York, N.Y. 10017
661-3721

FYI City Desk, Police Chiefs and Coroners

A WARNING AGAINST DELIBERATE MISUSE OF AEROSOL PRODUCTS

If you know of anyone foolish enough deliberately to misuse aerosol products by inhaling them in highly concentrated amounts, seeking intoxication, a purpose for which they are not intended -- tell him he is risking sudden death.

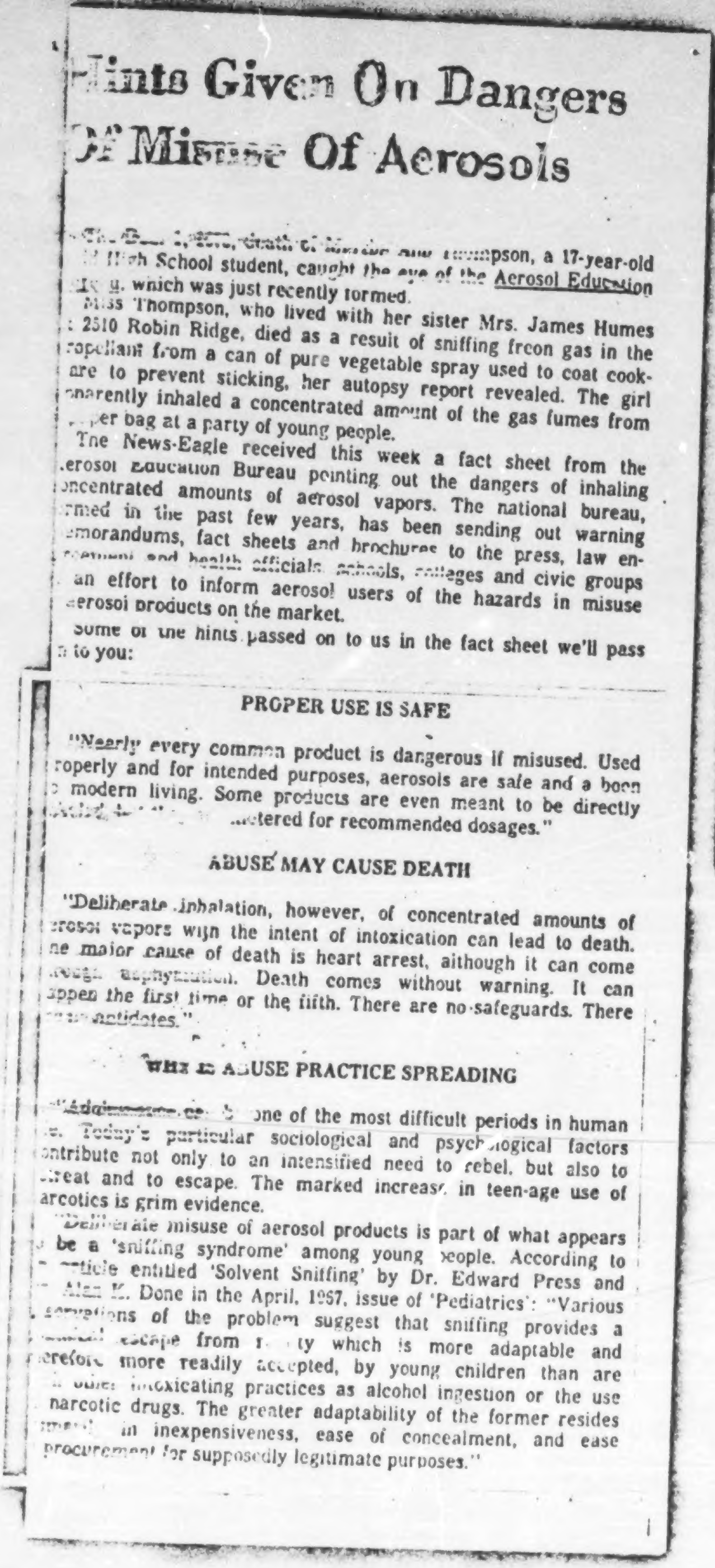
Young people throughout the country are dying by deliberately inhaling aerosol products in concentrated amounts.

The major cause of death is heart arrest, although it can also come through asphyxiation...death comes without warming.

Because of its concern about deliberate misuse of aerosol products the aerosol industry established the Aerosol Education Bureau in 1969 to administer a broad safety education program. The aim of the Bureau is to warn those who may be embarking on a dangerous course. For the most part, these are teen-agers who are deliberately looking for intoxication, but who may meet death instead. Some young people have experimented and consider it safe, but death can result unexpectedly despite prior experience. There are no real safeguards.

Obviously, young people do not believe that they are taking a dangerous risk. But, a "trip" by inhalation can be the most unpleasant journey of a lifetime -- it can be the last one taken, the first time around. There is no "safe" way to sniff -- no "right" way -- no initiation rite to teach and see a person through.

- MORE -



Hints Given On Dangers Of Misuse Of Aerosols

[illegible] death of [illegible] Thompson, a 17-year-old [illegible] High School student, caught the eye of the Aerosol Education [illegible] which was just recently formed.

Miss Thompson, who lived with her sister Mrs. James Humes 2510 Robin Ridge, died as a result of sniffing freon gas in the ropellant from a can of pure vegetable spray used to coat cookare to prevent sticking, her autopsy report revealed. The girl pparently inhaled a concentrated amount of the gas fumes from per bag at a party of young people.

The News-Eagle received this week a fact sheet from the erosol Education Bureau pointing out the dangers of inhaling oncentrated amounts of aerosol vapors. The national bureau, rmed in the past few years, has been sending out warning emorandums, fact sheets and brochures to the press, law enforcement and health officials, schools, colleges and civic groups an effort to inform aerosol users of the hazards in misuse aerosol products on the market.

Some of the hints passed on to us in the fact sheet we'll pass n to you:

PROPER USE IS SAFE

"Nearly every common product is dangerous if misused. Used roperly and for intended purposes, aerosols are safe and a boon modern living. Some products are even meant to be directly [illegible] metered for recommended dosages."

ABUSE MAY CAUSE DEATH

"Deliberate inhalation, however, of concentrated amounts of erosol vapors with the intent of intoxication can lead to death. ne major cause of death is heart arrest, although it can come rough asphyxiation. Death comes without warning. It can appen the first time or the fifth. There are no safeguards. There [illegible] antidotes."

WHY IS ABUSE PRACTICE SPREADING

"Adolescence can be one of the most difficult periods in human e. Today's particular sociological and psychological factors ontribute not only to an intensified need to rebel, but also to treat and to escape. The marked increase in teen-age use of arcotics is grim evidence.

"Deliberate misuse of aerosol products is part of what appears be a 'sniffing syndrome' among young people. According to article entitled 'Solvent Sniffing' by Dr. Edward Press and Alan K. Done in the April, 1967, issue of 'Pediatrics': "Various observations of the problem suggest that sniffing provides a [illegible] escape from reality which is more adaptable and erefore more readily accepted, by young children than are other intoxicating practices as alcohol ingestion or the use narcotic drugs. The greater adaptability of the former resides [illegible] in inexpensiveness, ease of concealment, and ease procurement for supposedly legitimate purposes.""

After the sniffing death in Enid, Oklahoma, The ENID EAGLE reprinted portions of the material sent by AEB.

GARFIELD COUNTY HEALTH DEPARTMENT

2109 LAHOMA ROAD
ENID, OKLAHOMA 73701

Cecil R. Reinstein, M.D.
Medical Director

P. O. Box 3266
Telephone 405 - 233-0650

February 4, 1974

Aerosol Education Bureau
300 East 44th Street
New York, New York 10017

ATTN: Dan Leinweber

Dear Mr. Leinweber:

I appreciate the information you sent me regarding the safety education program of your bureau following reports of the death of a teenager in Enid, Oklahoma from inhalation of freon gas.

**CORONER (Enid, Okla.)
EXPRESSES APPRECIATION FOR
EDUCATIONAL MATERIAL AND
REQUESTS "IS THIS HIGH"
TO DISTRIBUTE IN SCHOOLS.**

As Medical Dire
Examiner for the cou
"Is This High Worth
My public health nur
effectively utilize
area. We would welc
this subject.

I do have data
products in this cou
information to the p
aerosol propella
handled in accor
contact.

If your organiz
clinical data on the
and the releases and information I gave the State Medical Examiner, medical practitioners (to be aware of the problem) and news media, I will be glad to furnish you with this material. I am as concerned as you are both in preventing abuse of aerosol products and preventing public reaction or governmental restrictions detrimental to your industry.

Sincerely,

Cecil R. Reinstein

Cecil R. Reinstein, M. D.
Medical Director

CRR:dm

Resolving the Safety Questions.

Backgrounder Describing Industry's Medical Research on Aerosol Products Distributed to Science Editors.

300 East 44th Street
New York, N.Y. 10017
661-3721

SUMMARY

This report, for reference use has been prepared by an objective medical writer and is an overview of research to date on the safety and medical aspects of aero

MEDICAL BACKGROUNDER

Ma for their

hazard to the user.

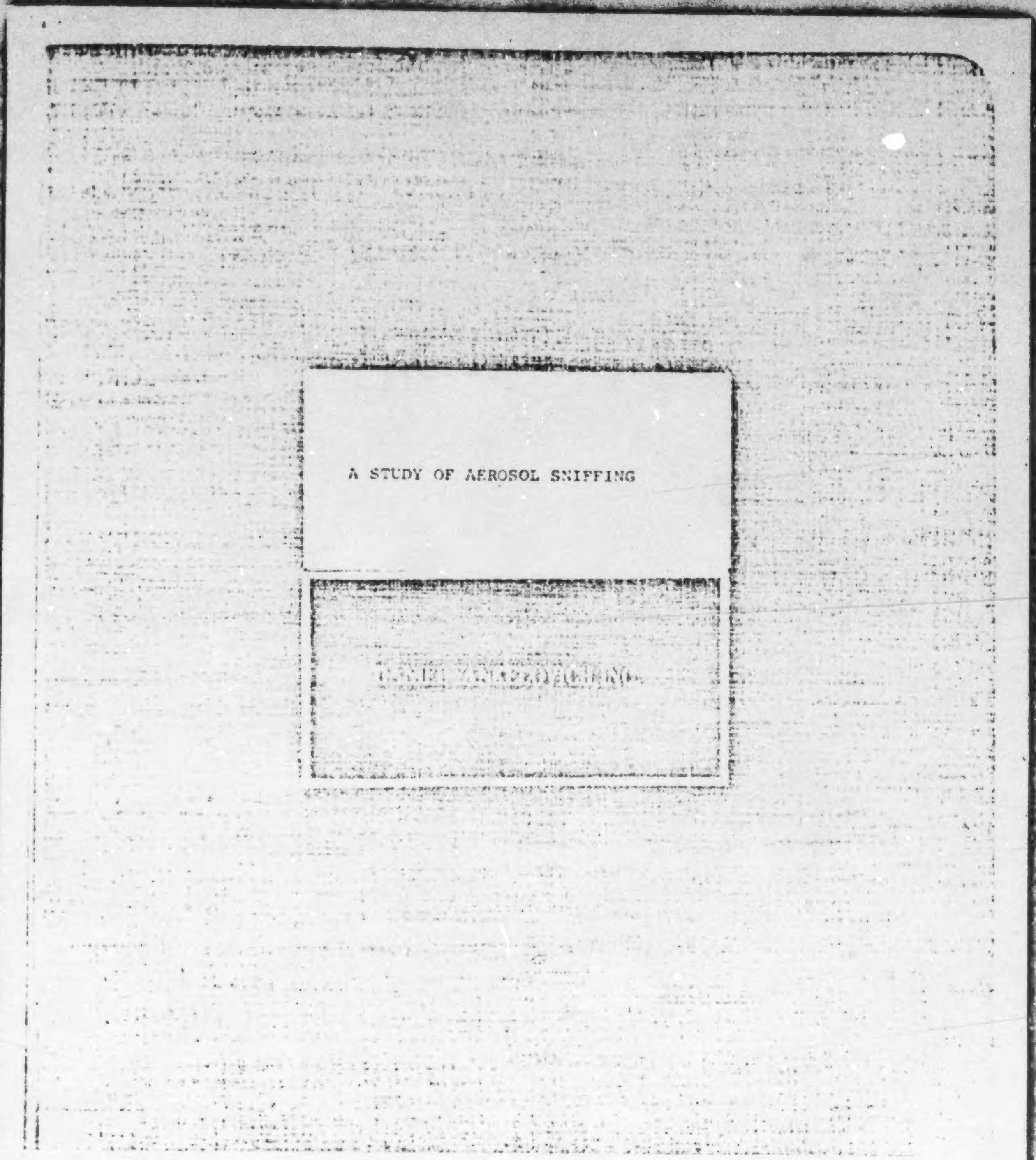
This backgrounder also points out that the deliberate misuse of aerosols, however, can be extremely dangerous.

Here are the topics and a summary of the findings:

Aerosol propellants	-- All available evidence indicates propellants are safe in normal use. Ongoing research will re-evaluate potential toxicity and hazard of each of the common propellants in normal use and under abuse conditions.
Deliberate misuse of aerosols	-- Deliberate misuse of aerosol products as in sniffing concentrated vapors to get high can be fatal. Heart arrest seems to be the major cause of death. Several studies are detailed in the backgrounder.
Asthma aerosol inhalers	-- Propellants in aerosol inhalers have been ruled out as a possible safety hazard. Neither propellant studies in animals or people, nor research involving asthma inhalers support the view that these substances are cardiotoxic when used properly.

- MORE -

Examples of AEB RESEARCH PROJECTS



A STUDY OF AEROSOL SNIFFING

AEB organizes major 6-city motivational study on aerosol sniffing and retains Yankelovich,Inc. to do research. Results will provide direction to future programming.

YANKELOVICH STUDY...

TABLE OF CONTENTS

Page

I: Introduction

Background of the Study........................ 1

Objectives...................................... 2

The Research Plan............................... 3

Summary and Background of the Group Participants................................ 4

Summary of the Findings......................... 6

II: Findings

A. The "Sniffing Syndrome"..................... 8

B. The Sniffing "High"......................... 13

C. Patterns of Abuse........................... 25

D. Initial Awareness and Experience............ 30

E. Continued Sniffing Abuse.................... 45

F. Restraints on Initial Abuse................. 54

G. Restraints on Continued Abuse............... 65

III: Major Implications

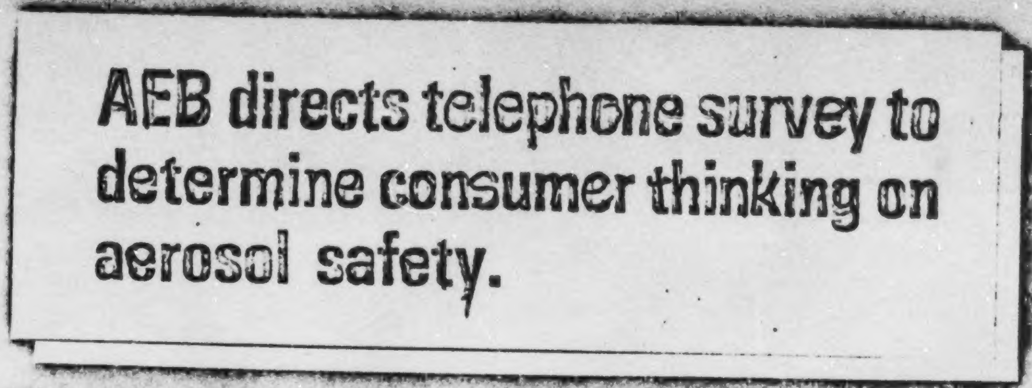
The Need for Education.......................... 78

Major Factors to be Taken Into Account in Educational Strategy.......................... 79

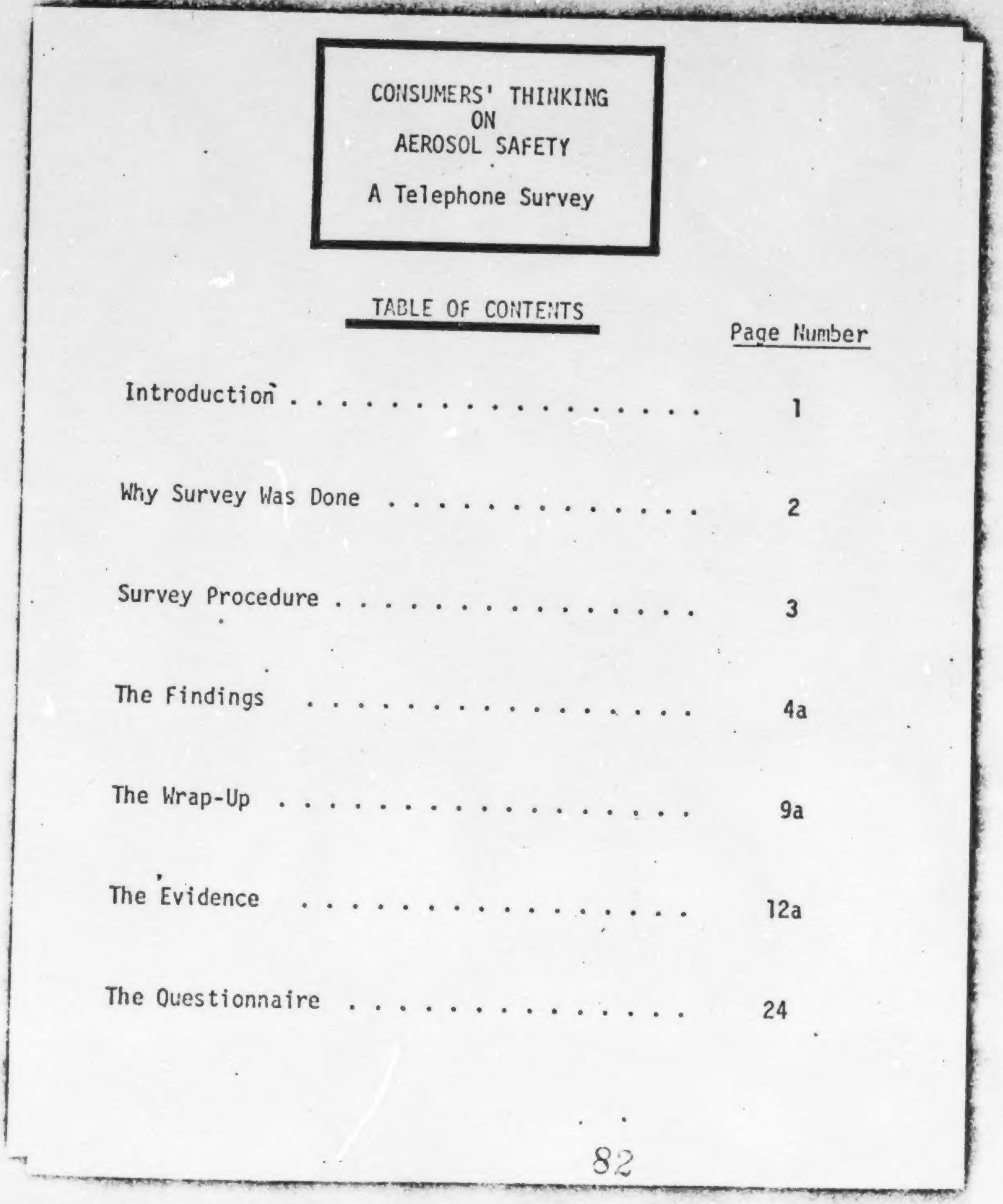
Targets of Education............................ 82

Message Ingredients for Adults.................. 84

Message Ingredients for Youth................... 85



AEB directs telephone survey to determine consumer thinking on aerosol safety.



CONSUMERS' THINKING
ON
AEROSOL SAFETY

A Telephone Survey

TABLE OF CONTENTS

Page Number

Introduction 1

Why Survey Was Done 2

Survey Procedure 3

The Findings 4a

The Wrap-Up 9a

The Evidence 12a

The Questionnaire 24

AEB contributes to Fresno (Cal.) county drug information service to produce a study on misuse of metallic spray paints. (Submitted to Consumer Product Safety Commission).

METALLIC SPRAY PAINTS - ANOTHER MIS-USE OF CONSUMER PRODUCT

Carol Wilde, Director
Drug Information Service

Prepared for
Federal Consumer Product Safety Commission

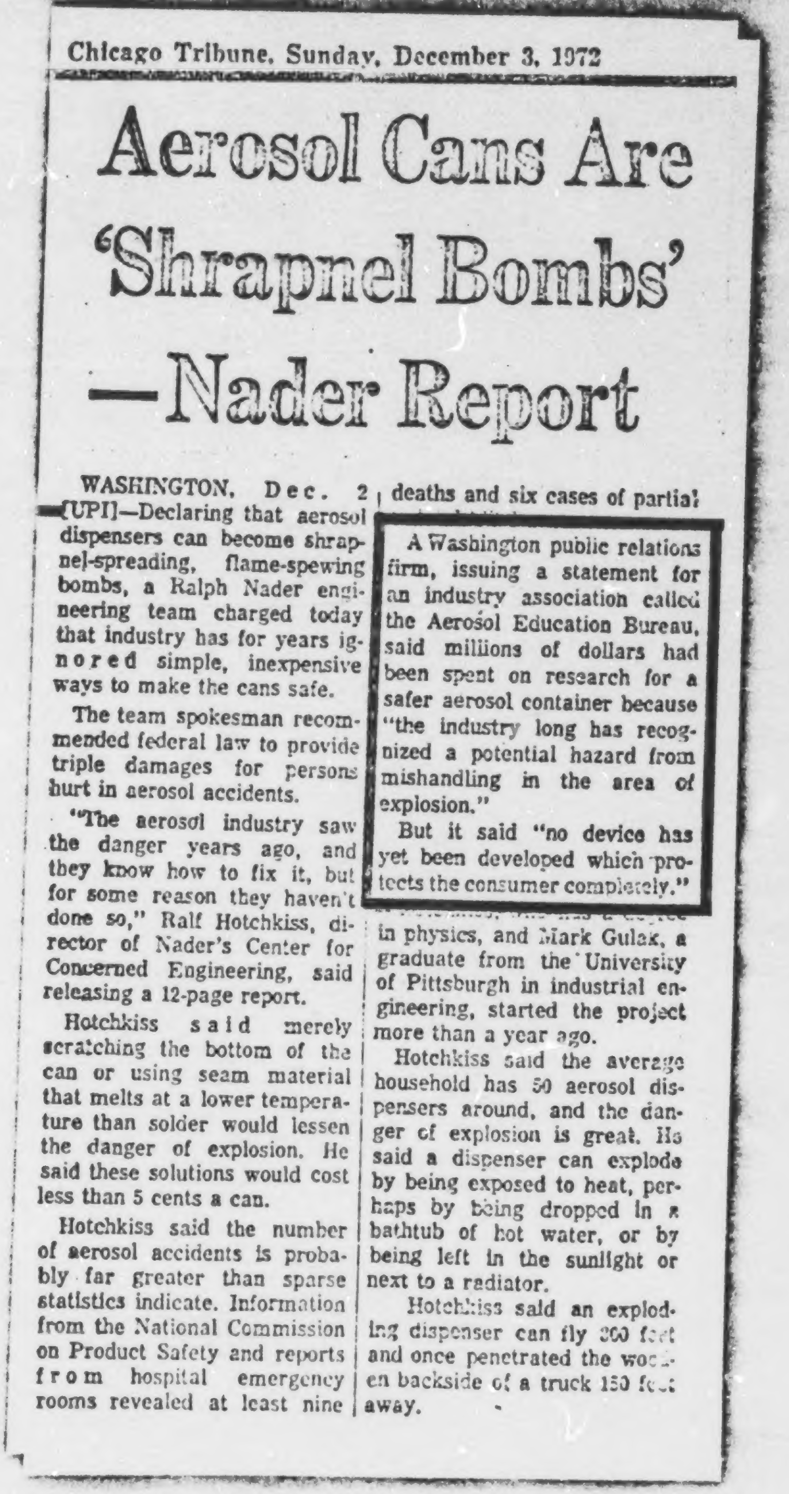
January 23, 1974

Ernest A. Poore, Superintendent
Fresno County Department of Education
2314 Mariposa Street
Fresno, California 93721

AEB Responds
to
Consumer and Government
Attacks on Aerosols.

NADER ATTACKS AEROSOL INDUSTRY

UPI STORY



Chicago Tribune, Sunday, December 3, 1972

Aerosol Cans Are 'Shrapnel Bombs' —Nader Report

WASHINGTON, Dec. 2 [UPI]—Declaring that aerosol dispensers can become shrapnel-spreading, flame-spewing bombs, a Ralph Nader engineering team charged today that industry has for years ignored simple, inexpensive ways to make the cans safe.

The team spokesman recommended federal law to provide triple damages for persons hurt in aerosol accidents.

"The aerosol industry saw the danger years ago, and they know how to fix it, but for some reason they haven't done so," Ralf Hotchkiss, director of Nader's Center for Concerned Engineering, said releasing a 12-page report.

Hotchkiss said merely scratching the bottom of the can or using seam material that melts at a lower temperature than solder would lessen the danger of explosion. He said these solutions would cost less than 5 cents a can.

Hotchkiss said the number of aerosol accidents is probably far greater than sparse statistics indicate. Information from the National Commission on Product Safety and reports from hospital emergency rooms revealed at least nine deaths and six cases of partial

in physics, and Mark Gulak, a graduate from the University of Pittsburgh in industrial engineering, started the project more than a year ago.

Hotchkiss said the average household has 50 aerosol dispensers around, and the danger of explosion is great. He said a dispenser can explode by being exposed to heat, perhaps by being dropped in a bathtub of hot water, or by being left in the sunlight or next to a radiator.

Hotchkiss said an exploding dispenser can fly 200 feet and once penetrated the wooden backside of a truck 150 feet away.

A Washington public relations firm, issuing a statement for an industry association called the Aerosol Education Bureau, said millions of dollars had been spent on research for a safer aerosol container because "the industry long has recognized a potential hazard from mishandling in the area of explosion."

But it said "no device has yet been developed which protects the consumer completely."

December 1, 1972

300 East 44th Street
New York, N.Y. 10017
(212) 661-3721

300 East 44th St
661-3721

AEB Issues Industry Position On Nader Repor

STATEMENT FROM THE AEROSOL EDUCATION BUREAU

The aerosol industry takes serious issue with the report of the Center for Concerned Engineering released today, December 1. It distorts the facts and contains errors. The alarmist nature of the report does a disservice to the consumer and may very well cause undue anxiety.

In the first instance, an aerosol is not a bomb. This is an outmoded term for the original aerosol developed as a medical aid for the armed forces in World War II.

Any death or injury which may occur during use or misuse of an aerosol product, of course, is cause for concern. Realistically, however, incidents of exploding aerosols are due to carelessness or misuse, and are very few. The aerosol industry, which shipped 2.6 billion aerosols last year, has an exceptionally high record of safety.

Despite its fine safety record, the industry long has recognized a potential hazard from mishandling in the area of explosion. Far from ignoring the problem, it has spent millions of dollars testing more than 100 patents involving pressure relief devices, searching for one which would be completely reliable. As a result of all this work, despite what Mr. Hotchkiss or inventors of patents claim, no device has yet been developed which protects the consumer completely.

The industry will continue to test patents until a satisfactory pressure relief device is found. It will not sacrifice its responsibility to the consumer, however, by attempts to push it to a hasty solution through harassment or distortion of the problem.

- MORE -

Statement Distributed to National Press by Aerosol Industry in Answer to Critic's Charge at CPSC Hearing.

NEWS RELEASE FROM

CSMA
FOUNDED 1914

RELEASE: Wed., Feb. 20, 11:00 A.M.

NUMBER:

CONTACT: Ken Makovsky/Wendy Hackett
(202) 393-2202

AEROSOL INDUSTRY SPOKESMEN ASSERT 'DISTORTIONS,' MAINTAIN 'COMMITMENT TO SAFETY'

WASHINGTON, D.C., Feb. 20 -- The aerosol industry today stated that critics before a Government commission "have caused undue public anxiety because of the distorted and alarmist nature of their report."

In a statement prepared for delivery before the Consumer Product Safety Commission hearing, the Chemical Specialties Manufacturers Association challenged critics to "name any industry more committed to product safety research and the education of the public on proper and safe use."

"The infrequent incidents cited by critics at the hearing here must be appraised in the light of the billions of aerosol containers purchased by consumers that are safe, economical and convenient when used properly," a CSMA spokesman said.

- more -

CHEMICAL SPECIALTIES MANUFACTURERS ASSOCIATION, 50 EAST 41st STREET, NEW YORK, N.Y. 10017 MUrray Hill 5-8722

SERVING AEROSOL, DISINFECTANT, SANITIZER, DEODORANT, INSECTICIDE, SOAP, DETERGENT AND SANITARY PRODUCTS, FLOOR WAX AND FLOOR FINISHES AND TRANSPORTATION PRODUCTS INDUSTRIES

AEB Works With New York Times To Develop Fair Pre-Hearing Presentation

EW YORK TIMES, TUESDAY, FEBRUARY 19, 1974

onsumer Panel Will Open Hearings on Safety of Aerosol Sprays

WALTER RUGABER

Special to The New York Times

ASHINGTON, Feb. 18 — roach poisons to deodor- to cheese spreads, more [illegible] products are avail- in the form of aerosol. About three billion cans

[illegible] are used casually, auto- ally in virtually every [illegible] household on the as- tion that, as the manu- rers have put it, "aerosol [illegible] are safe if used erly for their intended use."

[illegible] and some scientific ex- are challenging that as- tion, arguing that in fact ubiquitous sprays pose bot [illegible] and long range rds.

[illegible] will come up esday and Thursday a [illegible] before the Consume Safety Commission, a will regulatory au [illegible] all the aerosol those under the jurisdic of the Food and Dru nistration.

Elaborate Arguments

sumer groups, such as the for Science in the Publi [illegible] and the ind[illegible] ented by the Chemical Manufacturers As- [illegible] elaborate argu- the sessions.

[illegible] aerosol argument is that the dangers of [illegible] explosion deliberate and poisoning are un- [illegible] especially when the [illegible] are available in a [illegible] and safer form.

[illegible] response is [illegible] are marked with [illegible] that there is no re- [illegible] of any long- [illegible]xity and that virtually [illegible] can be harmful [illegible]sused.

The week's hearings were prompted by a [illegible], written by Albert J. Fritsch and Barbara Hogan of the Center for Science, calling for an investigation in a number of areas.

For example [illegible] not[illegible] in an acco[illegible] pamphlet that "furnaces, stoves, ovens and even proximity to strong sunlight have been known to cause aerosol cans to explode," causing injury and death. The pamphlet charged:

"No less than 63 patents for safety (pressure) releases have been introduced for incorporation into aerosol cans. These mechanisms would cost from 1 to 5 cents per can, which is a small price to pay for

A spokesman for the Aerosol Education Bureau, an industry group based in New York, replied that the cans were marked with warnings against overheating and that the number of injuries caused by explosions was relatively insignificant.

The industry bureau has said that there are more than 100 patents for pressure release devices but that "none of them is completely adaptable for more than a small percentage of the aerosol products now on the market."

[illegible] people sometimes "sniff" aerosols in an effort to become intoxicated. But the gasses used to drive the prod- [illegible] can cause [illegible]. A number of deaths have been attributed to the propellants, usually fluorocarbons.

The Center for Science petition charged that, while sales of some airplane glues were limited because of sniffing, the spray can problem had been "virtually ignored" though "hundreds of aerosol sniffers have died."

The industry has contended that "warnings will deter young people from risking their lives" and has started a program, using pamphlets, films and similar materials, "to warn youth of the dangers of deliberate abuse."

[illegible] have asserted that a number of inherently dangerous products — drain cleaners, paints and garden sprays, for example —are apt to be more widely dispersed when used in aerosol

An industry spokesman said, however, that this would be true only if the user sprayed excessively. The purpose of an aerosol, the source asserted, "is not to concentrate large amounts of the product but to limit it."

[illegible] most pertinent issue, especially for consumers who neither burn their aerosols nor sniff the vapours contained in them is the question of long-term damage to the heart, lungs liver and other organs.

The evidence is apparently

nconclusive. Even the Center or Science acknowledges that he "possibility of ill effects from long-term breathing of air contaminated with aerosol mist has been inadequately studied."

An example of the complications, occurred last summer when the Product Safety Commission banned 13 spray adhesives suspected of causing chromosome damage and birth defects in one experiment. Neither the adhesive nor the propellant was specified as the cause.

Many geneticists considered the commission's action premature, and recently the agency withdrew its ban on the ground that the evidence to support it was insufficient, allowing the

consumer forces clearly regard the aerosols as suspect. The Center For Science pamphlet cited studies suggesting long-range toxicity, and its petition to the Product Safety Commission asserted:

"Ingredients [of aerosols] can result in serious injury to certain susceptible classes of people such as asthmatics and heart patients. Finely dispersed mists in the air easily penetrate deep into the respiratory

The industry has acknowledged that there is a "lack of information on long-term, low-level exposure, the kind the average housewife, working man, or child would get from regular use of . . . aerosol products."

But it is expected to hand

over to the Product Safety Commission a substantial amount of industry-supported research, and a source said that none of it will suggest any serious long-range dangers.

RADIO TV REPORTS, INC.

41 EAST 42ND STREET, NEW YORK, N.Y. 10017, 697-5100

FOR HARSHE-ROTMAN & DRUCK

PROGRAM CBS EVENING NEWS

STATION WCBS/TV AND THE CBS TELEVISION NETWORK

DATE February 20 1974 7 PM

CITY New York

AEROSOL HEARINGS

WALTER CRONKITE: Aerosol spray products and the spray cans themselves came under renewed attack today. The Chairman of the Consumer Product Safety Commission, which is holding hearings on the matter, said an estimated twelve thousand injuries a year are associated with spray products. And one consumer group which testified said aerosol cans may explode like a hand grenade and the can become shrapnel. Spokesmen for the aerosol spray can industry said that their products are generally safe when used as directed.

AN EXAMPLE OF
NATIONWIDE COVERAGE
AFTER HEARING

"Material supplied by Radio TV Reports, Inc. may be used for file and reference purposes only. It may not be reproduced, sold or publicly demonstrated or exhibited."

CLIENT REPORT
on
PRESS RESULTS
of
CPSC AEROSOL HEARINGS

I. OVERALL EVALUATION

The public relations effort conducted by Harshe-Rotman & Druck in behalf of CSMA for the CPSC Aerosol Hearing resulted in recognition of the industry's position in nearly every article and radio and television news report which covered the issue to date. The impact of the public relations effort should further become apparent as the information is picked up by the trade publications in the weeks ahead. The industry's stand in several cases was stated by the press following the Center for Science in the Public Interest contention. This, of course, was not surprising in view of the sensationalist nature of the CSPI charge.

The immediate coverage of the CPSC aerosol hearings was not as broad as expected. Every major publication did not carry the story nor did all the networks. We interpret this as positive -- because the less coverage given a controversial issue, the better.

THE URGENCY CONTINUES

"If 1974 is like 1973 -- and there is every reason to believe it will be -- then the Aerosol Education Bureau must continue its vigilant surveillance of press coverage."

-HOUSEHOLD AND PERSONAL PRODUCTS INDUSTRY

"Experts think education about aerosol abuse is extremely urgent."

-LONG ISLAND (N.Y.) PRESS

"A better solution than withdrawing a single item from our shelves... (is) to make people safer. The aerosol industry has taken constructive action in this regard. It has established the Aerosol Education Bureau."

-A Jewel Food Store Official Responding
to a Consumer Group as Reported in
THE CHICAGO DAILY CALUMET

HARSHE-ROTMAN & DRUCK INC. PUBLIC RELATIONS

HOLY CROSS HOSPITAL

Case History Of 4-Month Contract
To Publicize Opening Of New Hospital

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY
Harshe-Rotman & Druck

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."

CS205226

HOLY CROSS
HOSPITAL
15031 RINALDI STREET, SAN FERNANDO, CALIFORNIA 91345 TELEPHONE (213) 365 8051

A Short History of Holy Cross Hospital

Holy Cross Hospital, San Fernando, admitted its first patients on June 21, 1961, and at that time was a seven story tower building with 209 beds. An extended care unit with 50 beds was opened in November, 1963.

The hospital was temporarily forced to close its doors after the earthquake on February 9, 1971, even though no one was injured and the tower building, severely damaged, stood. Four days later, the members of the Sisters' corporation from Saint Mary's, Notre Dame, and the entire board of trustees, met in an historic special meeting and dedicated themselves to re-establishing services to the community in every possible way.

Emergency services were restored a week after the earthquake to meet the desperate needs of the area. In January, 1972, offices were moved to emergency mobile units and part of the extended care unit was reopened to medical patients.

The surgery area was renovated in April, 1972 and 50 beds for medical/surgical patients were also opened. A year later, in April, 1973, an additional 22 beds, including a modern eight bed Concentrated Care Center with complete monitoring capability, was opened by remodeling the former delivery room and nursery suite.

Today, Holy Cross Hospital has a 72-bed capacity. Its services include an emergency room with 24-hour physician coverage and a Concentrated Care Center for the critically ill. The surgical suite provides special services which includes the laminar air flow system. Full support services are also provided so that the high quality of health care continues to be maintained.

I. HOLY CROSS HOSPITAL ANNIVERSARY COMMEMORATION CEREMONY - February 9

A target of opportunity existed to publicize Holy Cross Hospital on the sixth anniversary of the 1971 San Fernando earthquake, February 9, 1977. Our objective was to develop media coverage of the safety features which characterize the construction of the new Holy Cross Hospital facilities. The results of efforts are as follows:

A. Television coverage of Holy Cross Hospital's safety features providing six minutes 18 seconds of tv air time on KABC-TV. KNBC-TV and KTTV.

B. Radio coverage on KGIL and KCSN yielded three minutes nine seconds of radio time.

C. Newspaper coverage in the Valley News & Green Sheet, Los Angeles Herald Examiner and San Fernando Sun & Breeze gave us an estimated circulation of 701,062.

D. As well as being "on the scene", agency performed following services:

1. Reviewed January 28 Media Advisory regarding Earthquake Anniversary.
2. Followed-up with local media prior to February 9 program.
3. Coordinated media interviews for February 9 program.
4. Arranged for clipping service and audio/video monitoring. (Clippings and transcripts in Media results book.)
5. Prepared media report after event. (See Addendum A)

II. RESEARCH and WRITING

A. Twelve backgrounders were prepared for media information on the following topics (attached):

1. A short history of Holy Cross Hospital.
2. Rebirth and reconstruction of Holy Cross Hospital.

3. Holy Cross Hospital is a showcase of innovative hospital design.
4. Emergency service department.
5. Modern medical equipment installed at Holy Cross Hospital.
6. Physical therapy department.
7. Food and nutrition.
8. Critical care pavilion.
9. Architectural design and earthquake-resistant construction characteristics of Holy Cross Hospital.
10. Information and materials handling systems.
11. Nursing care standards receive high marks from patients at Holy Cross Hospital.
12. Community Health forums.
13. Landscape design.

These were used as reference material for radio and tv producers and newspaper editors as we proposed specific story angles for their in-depth coverage. In addition, selected backgrounders were submitted to small newspapers in the primary and secondary care areas to run as newspaper stories.

B. Fourteen biographies were prepared on the following people:

1. Lilia Vergel de Dios
2. Lillian H. Grant, R.N.
3. Rosalie M. Kasaba
4. Joseph P. Langan
5. John F. Lynch, Jr., M.D.
6. Mary Lou Lyons

7. Sister Alicia Marie Maloney, C.S.C.
8. William M. Moran, Jr.
9. Sister Ruth Marie Nickerson, C.S.C.
10. Harry Rein, M.D.
11. Lee Schulman
12. George Thomas, R.P.T.
13. Richard A. Villasenor, M.D.
14. Sue Wilson, R.N.

These were used for media background information.

III. BROADCAST MEDIA PROGRAM

A. All media in the Los Angeles area were analyzed for potential Holy Cross Hospital placements.

B. Three different proposal letters were prepared and the appropriate one sent to the following tv possibilities (attached):

1. Art Ulene, KNBC-TV, "Feeling Fine", writer/medical reporter
2. John Cosgrove, KNXT-TV, "Medix", executive producer
3. Marilyn Solomon, KCOP-TV, public affairs programming director
4. Terry Crofoot, KNXT-TV news assignment manager
5. Red Humphries, KTTV, news assignment editor
6. Kevin Kade, KTLA-TV, news assignment editor
7. Don Tompkins, KCOP-TV, news editor
8. Nan Tepper, KNXT-TV, "News Makers", producer
9. Debbie Alpert, KNXT-TV, Glenda Wina's "Healthline" segment of the news, researcher
10. Raul Sanchez, KHJ-TV, "Nine in the Morning", audience coordinator

11. Carolyn Sartor, KNXT-TV, "Noontime", producer
12. Sumi Haru, KTLA-TV, "Gallery", producer/hostess
13. Phyllis Gotlieb, KTTV, "Ben Hunter Interview", producer
14. Alicia Sandoval, KTTV, "let's Rap", producer/hostess
15. Perry Krauss, KNBC-TV, "Sunday Show", producer
16. Ginny Fosdick, KABC-TV, "A.M. Los Angeles", associate producer

All were followed up personally.

C. The appropriate proposal letter was sent to the following radio possibilities:

1. Tom Franklin, KFAC, business editor
2. Dick Spangler, KGIL, news/assignment editor
3. Marion Creighton, KGIL, public service director
4. Mark Allyn, KCSN, editor
5. Carl Goldman, KIQQ, community affairs editor
6. Treesa Drury, KIEV, hostess
7. Sam Benson, KLAC, community affairs director
8. Don Schrank, KFWB, news director
9. Vera Christopher, KMPC, public affairs director
10. Jim Zaillian, KNX-AM, news/program director
11. Christopher Ames, KNX-FM, public service director
12. Hilly Rose, KFI-AM, "Hilly Rose Show", producer/host
13. Marshall Phillips, KLOS-FM, newsman
14. Larry Collins, KNJO-FM (Ventura), program/news director
15. Ken Stevens, KGOE-AM (Ventura), public service director
16. Richard Anthony, KAAP-AM (Ventura), public service director

17. Cindy Paulos, KWST-FM, public service director
18. Mary Jo French, KTNQ, public service director
19. Vivian Porter, KRTH-FM, public service director
20. Jim Coye, KPPC-AM/FM, public service director
21. Charleye Wright, KPOL-AM/FM, community affairs director
22. Jim Berland, KPFK-FM, public service director
23. Don Herbert, KFWB-AM, medical editor

All were followed up personally.

D. Results

Television

The following television and radio appearances have been accomplished:

KHJ-TV, March 31, 1977, "Nine In The Morning"
As "audience guest" on the program, Lee Schulman, Sister Ruth Marie and other hospital administrators received a total of seven minutes of air time for Holy Cross Hospital. Lee Schulman spoke about the significance of the hospital, including how it was rebuilt, the dedication of the Sisters of the Holy Cross and the staff.

KCOP-TV, April 14, 1977, "Collage"
Lillian Grant was interviewed by Marilyn Solomon for seven minutes. Innovations in Holy Cross Hospital nursing care, the decentralized nursing station concept and the delivery surgery suites were discussed with emphasis on this being the first such project in California and the community's acceptance of Holy Cross Hospital. In addition, Mrs. Grant discussed the Family Centered Care to which the hospital is dedicated. Slides of the hospital were shown.

Total television time: 14 minutes

Radio

KIQQ-FM, April 11, 1977, "K-100 Conversations"
Director of Personnel, Vic Pontrelli, was the guest of Carl Goldman for a 15 minute interview on opportunities in the hospital field. Background of the hospital, rebuilding, location, the community served and services were discussed. Carl made reference to medical libel suits and how they

affect the hospital, cost of health care today and the cost of the new facility. Mr. Pontrelli's responses were very positive and well received. Throughout the interview, the hospital's location was mentioned.

KIEV-AM, April 13, 1977, "Treesa Drury Show"
Sister Ruth Marie was the guest of Treesa Drury for a 30 minute interview. Patient rights was one of the main topics of discussion, along with a detailed discussion of the hospital and its emergency care facilities. History of the hospital, the task forces which helped to determine the design, the quality of personal care and services offered were discussed.

KCSN-FM, April 28, 1977, "Valley Morning"
Walter Zeisl was a guest of Terry Korostoff and in a 50 minute interview discussed Holy Cross Hospital services, community service, new equipment and nursing concepts.

KGOE-AM (Thousand Oaks) March 26, 1977, Weekend News Feature
Based on materials which we supplied, KGOE ran a one minute news feature on emergency facilities of the hospital.

Total Radio time: 96 minutes

E. Upcoming

KLAC-AM, May 10, 1977, "Southland Close-UP"
Jeanne Stephenson will be a guest of Sam Benson for a 30 minute interview covering emergency services of Holy Cross Hospital. The taped program will run on May 22 at 9 P.M.

KTLA-TV, News Feature
Kevin Kade will do a news feature on the Critical Care Pavilion with emphasis on the hardwire and telemetry systems. The taping of the feature will be scheduled once the system has gone into effect and he has patients to film. KTLA is a member of the 10 Station ITNA Network. The news feature will be syndicated to the other members, thus giving potential coverage in Sacramento, Oakland, Seattle, St. Louis, Chicago, New York and Washington, D.C. as well as Los Angeles.

KABC-TV, "A.M. Los Angeles"
We are working on getting a date confirmed for an interview for Dr. Lynch and a discussion on pre-natal and post-natal care at Holy Cross Hospital.

V. PRINT MEDIA PROGRAM

A. Media were identified and a map and media list created showing newspapers covering the primary and secondary care areas. Special editors of the Los Angeles Times were identified as appropriate targets for information. Additional special media were identified.

B. Several individual contacts were made with the following publications and material was provided to them for individual needs. Results are noted:

1. Madeline Schneider, Institutions/Volume Feeding Magazine, West Coast editor--has promised an exclusive feature on the food service system once it is operational.

2. Richard Saltus, Associated Press, science writer--had done a similar story when Veteran's Administration Hospital reopened. We continued to pursue unique angles of Holy Cross Hospital.

3. Verna Kline, Capitol News Service (syndicate serving 400 newspapers in California), news editor-- materials forwarded by Mrs. Kline to New York Office for consideration although initial interest was not strong.

4. Sandra Gibbons, City News Service (syndicate serving papers in Southern California), news editor--unable to use our material.

5. George Mair, San Fernando Valley/Cue Magazine, editor Interested for the May issue. Press kits, backgrounds and photos, including those taken at dedication have been forwarded to his assistant, Sherry Edelman.

6. Merl Moore, California Business--will be doing a story on hospital costs in the future. Several sets of material have been sent to him, including dedication photos.

7. Minor Willman, Valley Section of the Los Angeles Times, editor--sent a reporter, Norma Meyer to do a story which appeared in the April 14 issue (clipping attached). Additional material and photos were mailed to him after the dedication.

8. Marshall Berges, Home Magazine/Los Angeles Times, editor--has not given a response to many queries. Letters and material have been mailed to him.

9. Robert Rector, You Magazine/Los Angeles Times, editor--said that this was not the type feature he needed for his section.

10. John Dreyfuss, Los Angeles Times, architectural writer--is gathering materials for a possible in-depth story on hospitals sometime in the next three to six months. We have continued to stay in contact with him and provided all new materials and photos to him as they were prepared. In addition, we are working in cooperation with Pat Flynn, Public Relations representative of DMJM, on the possibility of a feature on the building design.

11. Harry Nelson, Los Angeles Times, medical writer--only interested in issues surrounding health care (planned health care for the community, rising costs, etc.).

12. Haig Keropian, Valley News, editorial director--is interested in the possibility of doing a future editorial. All material developed has been forwarded to him and phone contact has continued on a regular once a week basis through the week of dedication.

13. Al Antzak, The Tidings, editor--has carried one article on the dedication (clipping attached) and plans three additional stories: a follow-up story on the dedication, an interim story and a feature in a special tabloid section on Catholic hospitals in the May issue. They plan to use backgrounders and photos supplied for that major feature and he would also recap the dedication.

14. Susan Diamond, Los Angeles Times,-- has been contacted with history of the Sisters of the Holy Cross background for a sidebar story.

15. Judith Frutig, Christian Science Monitor--has received history of the Sisters of the Holy Cross for possible story. Follow-up has continued.

16. John Dart, Los Angeles Times, religious editor--considered an Easter story but the chapel was not ready for photography.

17. Charles Page, LACMA Bulletin--we supplied backgrounders, delivered an advance press kit and photos and rushed photos to him immediately following the dedication. They are presently working on an article for the May 5 issue.

C. Primary and secondary care area newspaper coverage was developed. Press kits were assembled including eight stories and three biographies. These were hand-placed at meetings with editors on March 10, 11 and 12. Purpose of the meetings was to interest editors in interviewing a Holy Cross Hospital spokesperson, generate immediate stories in local press and precondition media to cover dedication. Additional backgrounders were supplied, based on editors' areas of interest. If editors did not agree to interview hopital spokepersons, it was anticipated that they would then run backgrounders as newspaper stories. Press kits were mailed to any editors declining appointments and phone contact made. Meetings were held with the following:

1. Mike Harris, Burbank Daily Review
2. City Editor, Valley News and Van Nuys News
3. Sandy Linville, Associated Valley Publications (Van Nuys Mailer, Reseda Times, Sherman Oaks Sun, Tarzana Times, Canoga Times, North Hollywood Graphic, Studio City Graphic, Woodland Hills Times, The Encinian)
4. Bill McKenzie, Antelope Valley Ledger-Gazette (Lancaster)
5. Lucy Colville, American Publishing Company (Sherman Oaks Scene, Studio City Scene, Sun Valley Record-Ledger, Encino Scene)
6. Ruth McHugh, Northridger
7. Al Fredenhall, Glendale News Press
8. Rodger Sterling, Las Virgenes Enterprise
9. Wayne Lee, Simi Valley Enterprise and News
10. Bob Carlson, Newhall Signal and Saugus Enterprise (Saugus, Newhall, Valencia and Castaic)
11. Sherry Edelman, San Fernando Valley Magazine
12. Vern Lawson, Antelope Valley Press

These publications declined meetings and were serviced by mail:

1. Mission Publications (San Fernando Valley Sun & Breeze and Valley View -- covering San Fernando, Sylmar, Pacoima, Chatsworth, Ganada Hills, Northridge and Sepulveda)

2. Canyon Crier

3. Agoura Publications (Las Virgenes Independent and Agoura Valley News)

4. Ledger Newspapers (Sunland Ledger, Burbank Ledger and Ledger West--covering Tujunga)

D. Valley editors' follow-up to personal contact:

1. Equipment backgrounders were mailed with personal notes to all Valley editors.

2. A series of six health tips articles are being prepared to send weekly following dedication. A cover letter was mailed with the first article notifying editors of the series. Two other health tips have been written and sent to Walter Zeisl for approval and distribution.

E. Results

To date we have received five clippings from Valley Publications as a result of our follow-up. We encouraged interest in dedication coverage follow-up. Personal contact resulted in a request from editors for a series of health tip articles which are presently being placed in Valley Publications.

VI. MADONNA STATUE WITH BROKEN FINGERS STORY-- Search for Valley Woman who recovered fingers following earthquake (release attached).

Serviced exclusively for 24 hour periods to KABC-TV and Los Angeles Times. Mailed with photos to all valley newspapers, Tidings, LACMA, UPI and AP photo editors.

Ran on KABC-TV, Friday, March 11 at 6:05 P.M.
Ran on KGIL, March 28 at 8:40 A.M.

Has run with photo in Valley News, March 18 and in Valley Edition of the Los Angeles Times, Sunday, March 20; Glendale Free Press, March 18; Valley News and Green Sheet, March 20; Burbank Daily Review, March 22; Simi Valley Enterprise, March 27.

VII. PROGRESS REPORTS

Two progress reports were mailed to entire Valley Media list, one on February 18 amd one April 16, 1977.

VIII. ARCHITECTURE AWARD

A special announcement was placed in Valley publications and the Los Angeles Times (attached).

IX. SISTER'S COMMUNITY SERVICE AWARDS

Contact was made with the awarding group to ascertain total news value. Hospital administration decided that a strong media effort was not called for and that their own public relations personnel could handle the event.

X. DEDICATION MAJOR COVERAGE

A. Advance Coverage

An advance photo session was held March 31, to obtain photos for advance personalized press kits to key editors. Individual lead stories were prepared in press kits tailored to each editor's needs and hand delivered April 4 to the following: (results are noted)

1. John Dreyfuss, architectural critic, Los Angeles Times, is planning to do a feature on hospitals in three months or more. He will hold our material until then. Additional material was sent to him including an announcement of the architectural award and new photos taken at the dedication.
2. John Dart, religious editor, Los Angeles Times, photo of the cross and statue in press kit.
3. Anthony Day, news editor, Los Angeles Times, placed the dedication date on assignment but they did not cover.
4. Harry Nelson, medical editor, Los Angeles Times, was given material placed with George Alexander, science editor. It is being considered for possible future use.
5. Minor Willman, editor, Valley Edition-Los Angeles Times, was supplied with exclusive materials.
6. Valley News sent photograher to dedication and ran photo story on April 16.

B. Media Advisary

A media advisary with details of the dedication was mailed on Tuesday, April 12 to T.V. weekend assignment editors as well as those publications which did not receive a press invitation to the dedication. The media advisary was up-dated with last minute details and hand-delivered on Thursday evening, April 14 to UPI, AP and Citizens News Service to go on the wire services to all media.

C. Press Kits (materials attached)

Press kits were prepared with a dedication release and three photos to be handed out to any media attending the dedication. Phone calls were made during the week prior to the dedication encouraging news representatives to attend. If their response was definitely negative their press kits were immediately mailed to them. In these phone conversations the photo and editorial needs for follow-up coverage were obtained.

D. Telephone Follow-up

Calls were made to all those news representatives invited to the dedication plus some additional representatives. A complete list of these contacts is attached with a log of their replies. (Addendum II)

E. Dedication Day

On the day of the dedication three HR&D staff members attended to handle media needs. A media table was staffed where press kits were provided, additional background material on the hospital, bios on key figures participating in the dedication and photographs of Cardinal Manning.

One staff member spent the entire day with a photographer and an assistant. A total of 550 photographs were taken for various purposes:

1. hometown releases on various individuals
2. human interest shots for AP & UPI Photo
3. overview shots of the entire dedication for newspaper release
4. staff photos for "Outreach"
5. photography throughout the building featuring the new facilities for future "Outreach" use and future pamphlets and brochures to be developed by the Community Relations Office.

Film was processed overnight, frames from contact sheets selected on Sunday, April 17 and delivered that evening to the hospital.

F. Follow-up Coverage

On Monday and Tuesday, April 18 and 19, photographs of the hospital, staff members and dignitaries were rushed to Valley publications, Tidings and LACMA. Approximatley 20 different photo-cutline stories accompanied these pictures (matching the individuals in the photos to their communities), all individualized for the receiving publications. A full dedication release also accompanied this mailing in the event the publication might not have carried an advance story. Clippings on these "hometowners" and follow-up coverage have not yet been received.

A human interest story with photo of Fred Sharp and baby were hand messengered to AP and UPI Photo.

XI. OTHER

A. Arrangements were made for a resolution and a photograph of the presentation of a plaque by Councilman Nowell to Sister Ruth Marie Nickerson. This photo and accompanying photo story were made available at the dedication for media and then placed with additional dedication photos on Monday, April 18.

B. Cooperation with Public Relations representative of Daniel, Mann, Johnson & Mendenhall.

Two meetings with Pat Flynn have been held to discuss preparation of releases to architecture trade publications and a possible feature story with the architecture editor of the Los Angeles Times. HR&D supplied photo contact sheets and extra prints to Mr. Flynn for use in releases. Efforts were made at the dedication to use our photographer for any shots Mr. Flynn thought he might be able to use. Mr. Flynn will forward copies of his releases and any clippings resulting from his efforts for us.

C. Proclamations were outlined for Governor Brown and the Mayor of Mission Hills and provided to Walter Zeisl and Lee Schulman. Governor Brown responded by sending a telegram of congratulations which arrived the morning of the dedication.

D. Mayor Bradley's office was contacted. A proclamation to the hospital can be arranged. Continued contact with the Mayor's office is being maintained to determine if an event can be staged to have the Mayor appear at the hospital to deliver a proclamation.

E. "Pre-natal and Post-natal Care" backgrounder has been written and forwarded for approval.

F. Information on April media interviews was supplied including topic, directions to stations, program format and audience figures where available.

G. Town Hall declined both Lee Schulman and Sister Ruth Marie Nickerson as speakers.

H. Counseling with Walter Zeisl:

1. Consent card
2. Tours project
3. Speaker's bureau
4. Dedication
5. Photography
6. Ongoing press relations with Valley publications.

I. Specially requested biographies, press kits and releases were supplied to "The Saturday Show".

XII. PROJECTS TO BE COMPLETED

1. Patient move day press coverage. Try for Mayor Bradley personal appearance. Press coverage.
2. Completion of health tips mailings.
3. Food editor interviews--Los Angeles Times, Los Angeles Herald Examiner, Valley News.
4. Institutions Magazine interview.
5. Follow-up with a press release: What to look for in a hospital quote from Sister Ruth Marie.
6. Final wrap-up report.
7. Media follow-up.

ADDENDUM A

HARSHE-ROTMAN & DRUCK INC. PUBLIC RELATIONS

February 18, 1977

HOLY CROSS HOSPITAL

ANNIVERSARY COMMEMORATION CEREMONY

MEDIA REPORT AND ANALYSIS

PREFACE

A target of opportunity existed to publicize Holy Cross Hospital on the sixth anniversary of the 1971 San Fernando earthquake, February 9, 1977. Our objective was to develop media coverage of the safety features which characterize the construction of the new Holy Cross Hospital facilities.

To date the following has been accomplished:

TELEVISION COVERAGE

KNBC-TV -- John Marshall covered the event and interviewed S.B. Barnes, Robert W. Spracklen, and Joe Langan. Interview with Joe Langan appeared on the news of the day of the event. (See transcripts.) Estimated viewing audience -- 564,000. Air time -- 2 min. 15 sec.

KABC-TV -- Henry Alfaro covered the event and conducted an interview with S.B. Barnes. Film of hospital safety features appeared on the 5 p.m. news. (See transcripts.) Estimated viewing audience -- 700,000. Air time -- 1 min. 45-1/2 sec.

KTTV-TV -- Barbara Simpson covered the event, conducting interviews with S.B. Barnes, Robert Spracklen and Marge George. Interview with S.B. Barnes appeared on the 11 p.m. "MetroNews, MetroNews" that evening and on the 11 a.m. news the following morning. Interview with Marge George appeared on the 10 30 p.m. news on Wed., Feb. 9. Estimated viewing audience for the three combined news shows -- 900,000. Total air time -- 2 min. 17-1/2 sec.

RADIO COVERAGE

KGIL/KCSN -- Jackie Sonderling covered the event for both stations. She conducted interviews with Tom Saeda, S.B. Barnes, Robert Spracklen, and Rosalie Kasaba. Interview story was part of the noon news for that day on both stations. (See transcripts.) Estimated listening audience for KGIL -- 36,000. Audience listening figure for KCSN not available.

NEWSPAPER

Herald-Examiner -- A reporter and photographer were present for the event and conducted interviews with Tom Saeda, S.B. Barnes and Robert Spracklen. An article appeared in the late edition of the Wednesday, Feb. 9 issue. (See attached.) Estimated circulation -- 398,000.

Valley News -- A photographer covered the event. Photo story appeared in the Sunday, Feb. 13 issue of the Valley News. (See attached.) Circulation -- 270,000.

SUMMARY

Three television stations and two radio stations covered the event on Feb. 9. News about the new safety features of the hospital received a total of 9 min. 27 sec. of television and radio air time, reaching an estimated audience of 2,200,000.

Coverage by the two newspapers reached an estimated circulation figure of 668,000.

###

SUMMARY OF MEDIA RESULTS

To date, as a result of this program, 39 newspaper articles have appeared in Los Angeles and surrounding area publications, hospital publications and architectural publications, six broadcasts on local t.v. programs and four radio broadcasts.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Jan Works (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND
Rebirth and Reconstruction of Holy Cross Hospital, San Fernando, Calif.

The new Holy Cross Hospital in northeast San Fernando Valley has been compared to the fabled Phoenix rising from the ashes of destruction. It's an apt description of the hospital's reconstruction program, scheduled to be celebrated April 16, 1977, with the dedication of the new four-level 210,000 sq. ft. facility. The hospital will open its doors to its first patients later.

On February 9, 1971, an earthquake measuring 6.4 on the Richter scale struck the Los Angeles area. Its effects were most acutely felt in the northern San Fernando Valley. Holy Cross Hospital, at Rinaldi St. and Indian Hills Rd., standing approximately 10 miles south of the quake's epicenter, was permanently damaged.

Although the 10-year-old structure did not fall and none of the staff or patients in the 259-bed hospital were harmed in the quake, the main seven-story 209-bed tower suffered major structural damage to its concrete and reinforced steel superstructure. Damage inflicted by the quake was not particularly visible, but the building's support systems -- plumbing, electrical, heating, etc. -- were destroyed beyond repair. The building was declared unsafe so Holy Cross evacuated its patients to other hospitals in the Valley and closed its doors.

- MORE -

Within a week, however, emergency room service resumed in a corner of the continuing care unit, a building across the street which had sustained only minor damage.

Four days later, on February 13, 1971, the hospital's Board of Trustees met with members of the Corporation of the Sisters of the Holy Cross. In a unanimous decision they voted to make every effort to restore hospital operations as quickly as possible to continue providing needed medical care to the community.

Public support was quick to come. In March California legislators Sen. John Tunney, Sen. Alan Cranston, Congressman James Corman and 50 other senators and congressmen introduced legislation in Washington, D.C. which would allow non-profit hospitals to qualify for federal disaster funds. The bill passed both houses of Congress and was signed by the president in December. Holy Cross Hospital has received $11,862,127 in federal funds to replace the existing hospital building which had been damaged.

Holy Cross also received a $2,291,374 Hill-Burton grant from the Department of Health, Education & Welfare for modernization and upgrading of hospital services to meet the growing needs of the community projected into the 1980's. Specific programs to benefit from upgrading and expansion are outpatient services, including emergency room and physical therapy.

Additional funds have been raised through bond issues and from internal sources for refinancing, debt service, and some of the innovative new equipment which will make Holy Cross one of the most advanced medical care centers in the Los Angeles area.

Between 1971 and 1973 two lightly damaged auxiliary buildings were repaired and renovated, enabling services to be restored in these interim facilities until completion of the new 209-bed hospital.

- MORE -

HOLY CROSS HOSPITAL -- Add 2

In April 1972 a 50-bed acute care facility was opened in the east wing following renovation of the extended care unit. A unique 200-yard long corridor passageway was also built under the street, connecting to the surgical units located in the north wing.

Additional renovation on the north wing occurred when the nursery located on the third floor was transformed into a 22-bed unit including an eight-bed Concentrated Care Center with electronic monitoring capability.

With the opening of the north wing's third floor in April 1973, the 72-bed interim facility was completed. Throughout the renovation project, full medical and support services have been provided, including the emergency department with 24-hour physician and nurse coverage, so that the high quality of health care at Holy Cross Hospital continues to be maintained.

According to hospital administrator Sister Ruth Marie Nickerson, C.S.C., rebuilding and reconstruction of Holy Cross has been a labor of love for the staff of the hospital and members of the community it serves. "Holy Cross had been a standard setter for medical and health care in the Valley since it opened in 1961," she said. "We have continued this tradition and believe we should not let this die, and that is why we have worked so hard to rebuild.

"We know that physicians send their patients to Holy Cross because of the high quality of postoperative and recuperative nursing care they receive here. Our patient care reflects the philosophy of the Sisters of the Holy Cross which is to serve the sick and the suffering as Christ would have when He was on earth. Now, in addition to our high standards of nursing, we will also offer the finest in equipment for modern medical care."

- 30 -

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Kay Berger (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Holy Cross Hospital Is A Showcase of Innovative Hospital Design

In a unique approach to designing a new hospital, thirty different task forces made up of physicians and nursing personnel met to examine every aspect of hospital design and operation. Suggestions for improvement in layout, as recommended by the task forces, were incorporated into the final design by the architectural firm of Daniel, Mann, Johnson & Mendenhall.

The new ideas in patient health care, people-flow, materials management and information handling have been incorporated into Holy Cross Hospital make it one of the best designed major medical facilities in the Los Angeles area.

Innovations can be seen even before entering the hospital. The exterior is heavily landscaped. Even rooftops seen from patients' rooms are designed to look like dried river bottoms, complete with 20-foot Australian willows. This offers a psychological boost to confined patients.

- MORE -

Inside there are bright yellow and orange walls, wide corridors, and view windows in every room. And, each room is a "single."

The Physical Therapy Department on the main floor looks like a gym with its exercising and therapeutic devices. It also opens out to a beautifully landscaped multi-surface outdoor garden. Actually an integral part of therapy, it is used for walking retraining on the various grass, stepping stones, gravel and wet cement surfaces.

The Emergency Service Department -- one of the newest and most up-to-date facilities of its kind -- includes a main treatment room equipped to handle everything from minor injuries to major trauma. A special driveway accommodates emergency vehicles while an on-site licensed heliport with direct access to the Emergency Department adds greater service capability.

The Computerized Axial Tomography (CAT) scanner, a diagnostic instrument, is available for use in the Radiology Department. It is the latest generation high speed full body system.

Adjacent to the Radiology and Emergency Service Departments is the Critical Care Pavilion, a center of sophisticated machinery and apparatus. Included are hard wire and telemetry monitoring systems providing continuous physiological information on patients. Windows or skylights are built into each of the rooms in this unit, based on the premise that critically ill patients respond better when they can relate to the passage of time.

- MORE -

Strategically located within easy access of emergency and critical care units are the combined obstetric and surgery suites. There is an overhead X-ray and a complete Laminar Air Flow System which helps lessen possible infection during certain types of surgery.

The combined operating room/delivery room is the first in California, and is approved as a pilot project by the state.

The Maternity unit will utilize the family centered care concept, allowing mother and father as much access to the newborn child as is desired. Mom and Dad are offered a candlelight dinner alone in their room on one night. Bentwood rockers grace every Maternity unit room.

All support services are located on the first level, including all of the goods needed by the hospital. An automatic cart system in the Central Processing and Distribution Department moves supplies without the need for manual delivery.

The Central Decontamination Center is also located here. Also automated, the C.D.C. helps maintain a separate flow of soiled and unsoiled items throughout the hospital.

On patient floors, task force input becomes quite obvious. Nurses' stations have given way to Administrative Control Centers, the business headquarters of the floor. The A.C.C. responds to all patient calls, receives and dispatches information through pneumatic tube systems, and directs the flow of paper and traffic.

Under the new concept of patient care, nurses at Holy Cross Hospital are also freed from performing non-patient care tasks. Nursing vestibules, located between every two rooms, maintain the supplies and patient information needed by nurse or attending physician. A sophisticated electronic communication system called the Nurse Presence System can determine the location of a nurse or nurse's associate on the floor or in a patient's room.

- MORE -

Design innovations have also affected food service systems. Food prepared and individually plated is frozen in special blast freezers, delivered in a tempered condition to galleys on each floor at mealtime and reconstituted in microwave ovens. Meals can be served whenever the patient wants -- fresh and piping hot.

The new Holy Cross Hospital provides a combination of facilities and health care practices which will be a model for future hospitals.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Kay Berger (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Emergency Service Department
Holy Cross Hospital

Operating on a 24-hour a day basis, the Emergency Service Department provides treatment for the critically ill or injured and also non-emergency service to patients when the family physician is not available.

Designated by the City and County of Los Angeles as a medical emergency treatment center under the Emergency Aid Program, Holy Cross Hospital automatically receives emergency cases from within a five mile radius of its location at the crossroads of the San Diego and the Golden State freeways. As an only major medical facility in northeast San Fernando Valley, it also often receives emergency cases from Sylmar or from Canyon Country in the Santa Clarita Valley.

The emergency room is staffed with specially trained emergency physicians, registered nurses, and licensed vocational nurses. When needed, physician specialists from the hospital's staff provide additional care. Hospital facilities including laboratory, x-ray,

- MORE -

respiratory therapy, and electro-diagnostic services are available for emergency use.

For in-patients of Holy Cross Hospital, the 24 hour emergency room means that a physician is immediately available at any time to treat a sudden or unexpected change or deterioration in condition.

The coronary care unit of the emergency service department is accredited by the American Heart Association, which means its staff has been specially trained to treat emergency coronary cases. Special equipment in the hospital's critical care unit supports the emergency service department for such emergencies.

According to Jeanne Stephenson, R.N. and emergency room supervisor, 18,000 patients came through the emergency room last year. She projects 23,000 patients will be treated at the new facilities in the first year of operation.

Emergency room service is provided regardless of race, creed, color or the ability to pay. To the residents of the northeast San Fernando Valley and its rural neighbors, Holy Cross Hospital is indeed a blessing.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346 5868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
13051 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Modern Medical Equipment Installed at Holy Cross Hospital

Some of the most up-to-date medical equipment available anywhere is installed at the new Holy Cross Hospital in the north San Fernando Valley. Offering one of the finest community hospitals possible to the residents of the San Fernando Valley, Holy Cross Hospital provides medical innovations ranging from the most modern diagnostic tools to short-stay surgical suites.

Heliport -- A licensed heliport makes Holy Cross one of the major medical centers in the Los Angeles area where critically ill patients can be brought via airlift. The on-site heliport pad enables physicians to transfer patients quickly from another hospital to Holy Cross, or from an accident site directly to the hospital if immediate attention is required. The on-site heliport also offers special advantage in transferring patients from Holy Cross to other medical facilities with specialty services.

- MORE -

Critical Care Pavilion -- The $1.5 million Critical Care Pavilion has 24 patient beds for critically ill patients who require either intensive nursing care, or minute-by-minute monitoring of changes in their condition. Life-support systems such as intermittent positive-pressure breathing apparatuses and pressure monitoring equipment is used in this unit. A sophisticated electronic communications system utilizing both hard-wiring and telemetry monitors helps physicians and critical care nurses keep constant vigilance on a cardiac case or critically ill patient. The Critical Care Pavilion is located adjacent to the emergency room and near the surgical suites for immediate access.

Laminar Air-Flow Operating Room -- Modern operating rooms require an air distribution system that will reduce the possibility of patient infection during operations and increase the effectiveness of a surgeon's skill. At Holy Cross, for operations requiring unusual sterile procedures, there are special operating rooms with a Steriflow system which actually surrounds the surgeon with a sheet of sterile air. This innovative system eliminates the need for a plastic sheath around the operating table. Contaminated air between the actual operating area and the walls of the room cannot penetrate this sterile curtain of air. The sterile air is immediately exhausted through a return air system. The patient and operating team are bathed in a continuous flow of clean air from center panels above the operating table. The forced sterile air creates a cube from ceiling to floor surrounding the patient and sugical team. The Steriflow curtain creates, in effect, a separate sterile area within the operating room.

- MORE -

Computerized Axial Tomography (CAT) Scanner -- This modern diagnostic tool, by computer, can provide a full-body scan. Computed tomography is the reconstruction by computer of a tomographic plane of an object -- a slice. It is developed from multiple X-ray absorption measurements made around the object's periphery -- a scan.

The technology of the CAT scanner provides an image reconstruction which can be used for diagnostic purposes, frequently avoiding surgical procedures.

Older CAT scanners (first generation systems) are in use but most do not have full-body scanning capability or require the patient to be perfectly still and hold his breath for a longer period of time than the newer (second generation) system at Holy Cross. This newer CAT has a fast-scan technology which dramatically reduces image blurring by patient movement.

Short-Stay Surgery Unit -- Another up-to-date approach to patient care is the short stay surgery unit with facilities for caring for surgery patients who do not require overnight hospitalization. Many surgical procedures can be done early in the day with the patients going home in the evening.

Opthalmology Unit -- Emphasis in planning on facilities for diagnosing and treating disorders of the eye has resulted in obtaining the latest generation Argon Laser instrument to treat eye disorders. The Laser has potential in both gastroenterology and dermatology services. The hospital is also putting a new model operating microscope in surgery.

- MORE -

Combined Delivery Room/Operating Room -- This unique layout in the maternity and surgery unit is a pilot project in the state of California. In the physical layout of many hospitals, the maternity unit is separated from surgical suites. In cases where surgery is required, such as the need for caesarean section or problems of hemorrhage, the maternity patient must be moved from the delivery room to the surgical suite. By combining delivery and antepartum sections of the obstetrical unit with operating suites, nursing support and administrative work areas in the hospitals can be effectively shared.

The advantages of adjoining surgical and obstetrical suites are greater flexibility in the use of support services, improvement of patient care by greater availability of skilled hospital personnel and efficient use of hospital space, equipment and personnel.

In addition, maternity patients can receive continuous care throughout the antepartum, delivery and postpartum phases of the procedure by the same hospital personnel. Such individualized attention is felt to be in the better interest of the patient.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Physical Therapy Programs
Holy Cross Hospital

The Physical Therapy Department at Holy Cross administers an average 2,000 treatments each month to patients requiring physical exercise and rehabilitation for a variety of ailments. Patient load is about evenly divided between in-patients and out-patients. Therapy treatments are administered by a staff of six registered therapists, six therapy aides, and student interns from nearby univerisities.

"Physical therapy is the treatment of diseases and ailments by such physical means as water, heat, light, sound, electricity and exercise," explains George Thomas, R.P.T., chief physical therapist at Holy Cross and manager of the department. "These treatments are aimed at getting the patient back to his highest functional level as quickly as possible. We assist the physician by first providing an evaluation of the patient's rehabilitation potential based on muscle, nerve, joint and functional ability tests, and then by carrying out his written orders for treatments or exercises designed to improve strength and mobility and to relieve pain as well."

- MORE -

There are four areas of physical therapy treatments conducted by the department: orthopedic, respiratory, neurological and amputee. Orthopedic cases include back and neck injuries, knee and hip replacements, ligament repairs and fractures of all types. If such an injury or operation impairs a patient's mobility, exercises are prescribed to strengthen the injury. The patient is taught to do the exercises for maximum benefit.

One of the specialties of the department is the treatment of sports-related injuries suffered by athletes. An Athletic Injury Clinic assists local high school teams by educating student trainers, coaches and athletes on injury prevention, equipment fitting, exercise routines and treatments of injuries. The aim of this "sports medicine" program, according to George Thomas, who is an active member of the National Athletic Trainers Association, is to retrain the athlete to his level of performance before he suffered the injury, and get him back on the playing field as soon as possible.

"Many of the therapy techniques we use in treating athletic injuries can be applied to orthopedic treatments for all types of patients," Thomas points out. "The goal of therapy is get the patient back on the job, and in good condition, quickly."

Respiratory ailments treated in the Physical Therapy Department include asthma, emphysema and bronchitis. Patients are seen for chest drainage, breathing and retraining and reconditioning exercises.

- MORE -

"Breathing retraining is simply teaching a patient a more efficient pattern of respiration," explains Thomas. "Many patients suffering respiratory ailments use a lot of energy just trying to get enough air into their lungs. We teach them diaphragmatic breathing techniques -- how to control the movement of the diaphragm muscle so they get more air into their lungs using less energy."

Neurological therapy treats victims of strokes to help them relearn simple skills so they can achieve self-sufficiency. Other applications of neurological therapy are treatments to eliminate or relieve chronic pain symptoms such as migraine headaches.

The Amputee Program teaches patients who have lost limbs how to use newly acquired protheses, and assists in proper fitting of the devices.

A number of new techniques and innovative therapy systems are used at Holy Cross Hospital.

Biofeedback retraining is one of the more exciting new techniques in physical therapy, according to Thomas. "It has so many applications -- stroke rehabilitation, muscle re-education and relaxation, and pain control, too. We can use it on so many problems."

Biofeedback is stimulation of muscular activity via electrodes placed at key nerve and muscle centers. The outside stimulus helps retrain a muscle group for a certain activity. It also discourages unwanted muscle activity.

Transcutaneous Nerve Stimulation (TNS) is a similar technique prescribed by physicians in certain cases to relieve chronic pain for patients with migraine headaches, backaches and arthritis. TNS is the application of an electrical current through the skin to a peripheral nerve or nerves to control pain.

- MORE -

Isokinetic Exercise is another innovative technique available to physicians. It is a resistive activity designed to strengthen a particular muscle group while simultaneously assisting the patient's development of power, speed and reaction time. It's especially helpful in orthopedic and geriatric cases. Its purpose, however, is to encourage dynamic loading of a particular muscle or muscle group rather than improving overall muscle tone.

Isokinetics measures power and velocity of muscle activity, and provides the physician with a detailed picture of a patient's condition and degree of recovery.

"Isokinetics is an excellent technique in sports medicine, too," says Thomas. "We can measure an athlete's muscle strength prior to his participating in sports. Then, if he suffers an injury, we know what his capabilities are, and as we administer therapy treatments, we know how far he is from redeveloping the muscle control and power he had before the injury. It is an objective comparison which is far more meaningful than the techniques we've had to rely on before, such as patient's degree of pain."

An indoor gymnasium and an outdoor exercise area provide patients with a variety of exercise situations. The outdoor area is more than just a garden patio, however. It has been landscaped with numerous multi-level sloping surfaces of grass, stones, gravel and wet cement, designed to help patients adapt quickly to environments they may encounter at home and work.

- MORE -

Cardiac patients will also use the outdoor area. Through cardiac monitoring to measure pulse rate, patients will be able to learn the amount of energy needed to accomplish certain tasks, thereby avoiding over-exertion. Through monitoring while exercising, cardiac patients achieve their optimum level of function before they're released from the hospital.

The therapy pool at Holy Cross is the only one located in a San Fernando Valley hospital. "We will use it for arthritic patients, and for patients recovering from hip and back injuries or surgery. It's also a popular form of therapy for children suffering cerebral palsy," says Thomas.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Food and Nutrition
Gourmet Menu
Holy Cross Hospital

When word gets around about the menus at Holy Cross Hospital, people may be trying to check in just for the gourmet meals. Through the use of an innovative food service system and the imagination of Lilia Vergel de Dios, director of food services, Holy Cross will be serving its patients piping hot meals from a menu which could challenge fine restaurants.

The food service system allows the patient to choose from a wide selection at each meal. There is no "cycling" of menus, as in many hospitals, where only a few rotating items are offered on certain days of the week. Food is prepared at the hospital in bulk, then divided into single portions for patients and into 54-serving quantities for the hospital dining room.

At Holy Cross, those patients who are not on restricted diets receive the same fare as the staff and visitors. The food, while hot, is "blast-frozen". Then it is moved to holding freezers. At mealtime, the individual servings are prepared in microwave ovens on each floor of the hospital. Meals can be served whenever the patient wants -- fresh and steaming hot.

- MORE -

Lilia Vergel de Dios, director of food services, who is implementing the "ready-food" system at Holy Cross, is applying her gourmet touch to initiate gourmet menus and an a la carte Continental menu to please even the most fickle patient's palate.

The regular a la carte menu offers 21 hot entrees for regular diets, featuring Continental Cuisine including Italian, Japanese and Irish dishes. A selection of five cold entree salads are offered and the patient may choose from four cold or four hot sandwiches plus a choice of a la carte vegetables and desserts.

For the patient who intends to make his hospital visit a gracious-living experience, de Dios has developed an elaborate gourmet menu. For an additional fee, the patient may make selections from this series of delicacies. A sample dinner from the gourmet menu might consist of the following:

Hearts of Palm
Alfalfa Sprouts with Chef Sauce
Sate Babi (an Indonesian skewered pork dish)
Vegetable Roll
Chinese Fried Rice
Pulo Gata "Honeymoon" (a Philippine dessert --
  vanilla ice cream topped with condensed coconut syrup)
Choice of Breads (cracked wheat, pumpernickel, rye,
  matzo)
Choice of Beverage (Japanese tea, orange pekoe,
  Continental or fresh-brewed coffee, Rose-hip)
...and served with fortune cookie, petit-fours,
kumquats or gaufrette wafer roll.

Mrs. de Dios joined the Holy Cross Hospital staff in September, 1976. She has a Master's Degree in nutrition and hospital dietetics from NYU, and studied culinary arts at Le Petit Cordon Bleu School in the Philippines and in Spain.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Jan Works (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Critical Care Pavilion
Holy Cross Hospital

The most sophisticated life-saving equipment available, plus some unique design features, will make the $1.5 million Critical Care Pavilion at Holy Cross Hospital one of the best facilities of its kind in the Los Angeles area.

Located adjacent to the emergency room, the radiology department, and the surgery suites, the Critical Care Pavilion will have 24 patient beds devoted to close observation of patients who require minute-by-minute nursing care.

A control "booth" in a central area will have TV-like monitoring devices for following changes in patient condition. All patients in the Pavilion will be electronically monitored, whether by hard-wire programming, or by small telemetry monitors carried by patients who are allowed to leave their beds and rooms. Nurses and physicians can program the monitoring equipment for arterial blood pressure, temperature and other indications of patient condition.

- MORE -

Single patient rooms surrounding the central area where the monitors are located have glassed-in fronts for immediate visual contact with the patient and attendants in the room. Colors are bright -- oranges and yellows -- and windows in every room contribute to the cheery, airy atmosphere. Where the floor plan does not permit a window, a skylight is positioned over the foot of the patient's bed. It has been noted that critically ill patients recover faster if they can follow the passage of time and relate to day and night outside their windows.

Sixteen beds in the Critical Care Pavilion will be designated for acute patient care -- eight of them for the intensive care of patients who have suffered trauma injuries, critical neurological damage, or who require constant postoperative care. The other eight beds make up the Coronary Care Unit, for patients who have suffered myocardial infarctions and other cardiac problems requiring complete bedrest and continual monitoring. Special equipment for acute patient care includes intermittent positive-pressure breathing apparatuses, pressure monitoring equipment and other life-support systems.

The remaining eight beds in the Pavilion will be assigned to patients who require definitive observation -- postoperative or suspected coronary patients. These patients may be non-critical and ambulatory, or confined to their beds, but each will carry a pocket monitor so they may be watched closely.

- MORE -

According to Mrs. Lillian Grant, director of nursing at Holy Cross, basic staffing in the Critical Care Pavilion will be one or two patients to every nurse, depending on the acuity of the patient's condition. For telemetry patients -- those carrying pocket monitors -- each nurse will care for three or four patients.

Mrs. Sue Wilson, R.N., will serve as the supervisor of the Pavilion. She is one of five registered nurses at Holy Cross Hospital who has successfully passed the certification examination for critical care nurses administered by the American Association for Critical Care Nurses. This certification program was initiated in 1973 to provide nationally consistent standards for critical care nurses, and the exam is administered only twice a year. The AACN has 22,000 nursing members, but only 734 have passed its highest rating.

Another feature of the Critical Care Pavilion is the short-stay surgical center for minor surgery, such as a tonsillectomy or removal of a benign cyst. Patients can enter in the morning, undergo minor surgery in the main operating suite, return to the Pavilion for observation as a telemetry patient, and be released to go home the same day. This affords patients high quality care in an acute hospital setting at a comparably low cost becuase it eliminates overnight admission.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Jan Works (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Architectual Design and Earthquake-Resistant Construction Characteristics of Holy Cross Hospital, San Fernando, California

The beautiful new Holy Cross Hospital rising on the construction site at Rinaldi St. and Indian Hills Rd. in the northeast San Fernando Valley incorporates some revolutionary new ideas in hospital design and construction. Everything possible has been done to ensure that the four-story building will remain operational through an earthquake of major proportions.

Earthquakes and earth temblors are a way of life for Californians. For the staff and patients at Holy Cross Hospital, the quake which struck the Los Angeles area on February 9, 1971, was particularly disastrous. The 6.4 Richter scale quake permanently damaged the steel and concrete superstructure of the hospital's main seven-story tower. Although the 10-year-old building did not topple and its damage was not very visible, the building's support systems -- plumbing, electrical, heating, etc. -- were destroyed beyond repair. The hospital had to close and evacuate its patients to other nearby hospitals.

- MORE -

Just a few days later, the Board of Trustees and the Corporation of Sisters of the Holy Cross voted to rebuild the hospital as quickly as possible. They also agreed to take advantage of the opportunity to build a modern hospital from the ground up which would be among the finest in the world.

The architectural firm of Daniel, Mann, Johnson and Mendenhall accepted the challenge of designing a hospital around its specific functions, while meeting the complex requirements of a building which would remain operational through a major earthquake.

First, an exhaustive geologic survey was conducted by Converse, Davis & Associates to confirm that the site is not in close proximity to any known fault. The seismic safety of the chosen site has been approved by the California Bureau of Mines and Geology, the State Office of Architecture & Construction, and the State Department of Health.

Then, S.B. Barnes, one of the first structural engineers registered in the state of California, was called in. His firm designed the earthquake safety features in the building. Holy Cross will be among the first buildings in the San Fernando Valley to be constructed under the 1972 California Seismic Safety Code. This means the structure will be able to withstand an 8+ magnitude earthquake (Richter scale) along the nearest approach of the San Andreas Fault, and a 6+ magnitude temblor on local faults, and remain fully operational.

According to R.W. Spracklen, vice president of S.B. Barnes & Associates, the size of the steel columns in the new four-level hospital are the same as many 20-story buildings. The new facility's 2000-ton ductile structural steel frame is supported by drilled cast-in-place reinforced concrete piles 30 feet in depth as the foundation. This system provides a "favorable response to ground motions accompanying a major earthquake," Spracklen says.

- MORE -

Among the special earthquake resistant features incorporated into the building's design are seismic joints between different sections of the building. These joints have a hard rubber core designed to lessen the effects of violent ground shaking. Structurally, the hospital is five separate buildings connected by these seismic joints.

The building's support systems -- air conditioning, fire protection, and plumbing -- have also been designed to withstand earthquake stress. These systems all have accordian-like segments which provide flexibility, as well as suspension hangers and sway bracing which hold the pipes in place on all levels of the building. The hangers and bracing systems are designed to prevent the pipes from being damaged in a temblor.

In the new hospital design, all critical life support services are located at ground level as are the least ambulatory patients. Also, windows throughout the hospital are placed high enough in patient rooms to prevent furniture from banging into them in the event of a quake.

Another feature is a back-up power supply. The hospital has two different sources of electricity in the event that the city's power to the hospital stops. This means that all vital services -- surgery, breathing assisting apparatuses, monitoring equipment, x-ray -- can continue to function independently.

The hospital's architects and engineers feel that an earthquake of the same intensity as that which struck in 1971 would cause little or no damage to the new building.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Information & Materials Handling Systems
Holy Cross Hospital

The functional system designed to distribute supplies and information throughout Holy Cross Hospital incorporates some innovative ideas. As much of it as possible is automated, eliminating expensive labor costs and improving on efficiency of materials and information handling.

The Central Processing and Distribution Department is located on the subterranean level of the hospital, along with other support services such as the clinical laboratory, pharmacy and foodservice kitchen.

This department is where all the goods needed by the hospital are received, stored, processed, sterilized and dispatched to wherever they are needed.

An automatic cart system carries supplies from the distribution center to predetermined locations throughout the hospital via a mechanical cart lift system. This eliminates the need for manual delivery of clean linens, medicines, surgical dressings, etc. to various departments.

- MORE -

On the patient floors, soiled linens and trash from patient rooms are placed in compartments in the nursing alcoves right outside each room. They are collected by attendants and sent on their way back to the lower level via a special soil cart lift system. From this soiled decontamination area, soiled linen goes directly to the waiting laundry truck and trash goes directly to the trash compactor -- all untouched by human hands.

The system keeps soiled linens and clean linens completely separated to reduce possibility of contamination.

The central cart lift system services all support departments and the distribution of supplies, drugs, food, linen and equipment.

An advanced computerized data collection system has also been installed. Twenty-one visual display terminals (cathode ray tubes) and their related printers are situated in strategic areas throughout the hospital feeding data into a centrally located in-house mini-computer.

This sophisticated, yet simple system helps speed admission and outpatient emergency room registration and diminishes lost, late and duplicate charges. It improves bed control and patient movement audits, while minimizing paperwork.

All patient information entered into the system may be updated and revised. It is also retrievable. Up-to-date diet and census lists, diagnosis data and other information are available within seconds through the "inquiry" capability of the system. Upon arrival at the hospital, physicians can obtain a list of their patients with their room number.

- MORE -

Information from patient units is controlled through the Administrative Control Center. There is one on each floor, and it is the business headquarters of that floor. Written and oral information usually handled by a ward clerk and a score of nurses and personnel at the central nursing station can now be handled by one attendant sitting in front of a panel of colored buttons.

Orders entered at the ACC terminals automatically print a service requisition in the appropriate department and at the same time generate a charge for the service. Because of the timely entries, the business office can provide accurate bills upon request.

In addition to the data collection system and automated cart system, a sophisticated electronic monitoring system enables the attendant at the ACC to know what rooms the nurses are in. This system is known as the Nurse Presence System.

A patient's records are kept at the nursing alcove right outside each room. To place an order for medication, to order X-rays, an electrocardiogram or laboratory tests, or to instruct on dietary changes for the patient, the physician can either use the telephone there or write the orders on a physician's order sheet.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Nursing Care Standards Receive High Marks from Patients at Holy Cross Hospital

In addition to beautiful new facilities housing the latest generation of medical equipment, the staff at Holy Cross Hospital is particularly proud of its reputation for excellent patient care.

"We appreciate the fact that physicians send their patients to Holy Cross because of the quality of postoperative and recuperative nursing care they receive here, and we're continually working to improve our high standards," says Sister Ruth Marie Nickerson, C.S.C., hospital administrator. "The philosophy of the Sisters of the Holy Cross is to serve every patient in the same loving, personal and caring manner as Christ did when He was on earth tending the sick and the suffering. We furnish care to every person regardless of race, sex, national origin or economic status."

Even throughout the transition period following the 1971 earthquake which damaged Holy Cross' main building and forced the hospital into much smaller quarters while the new building was being built, the hospital staff has managed to maintain and improve on its nursing care.

- MORE -

Mrs. Lillian Grant, R.N., director of patient care services at Holy Cross Hospital, describes the concept they adhere to as "total patient-centered care."

"In our planning sessions and in our day-to-day nursing administration, the patient is our central focus," she explains. "We have found that a hospital patient is more comfortable with the situation if he has some personal identification with a staff member -- the nurse. She becomes his liaison with the physician and with the other hospital departments. She devotes individual attention to his needs throughout his hospital stay.

"Every nurse cares for five or six patients, depending on their individual needs for nursing care. The single room layout of the new building, with nursing alcoves right outside the door, serves to take the nurse away from a centralized nursing station somewhere down the hall, and put her in the patient's room or very close by."

When a new patient enters the hospital, he or she is interviewed by the nurse who will be caring for them. It is determined how the patient feels about being in the hospital, past illness history, what they know about the treatment or surgery they will receive, and what kind of follow-up they might need after being released from the hospital. The interview helps to establish guidelines for working with that patient's physician to achieve recovery as quickly as possible, according to Mrs. Grant.

- MORE -

A sophisticated communications system in the new hospital makes efficient decentralized nursing possible. Each room has a panel of buttons near the door. When the nurse enters the room she pushes the button assigned to her. It lights up on the board at the floor's administrative control center where a single attendant can pinpoint where the registered nurses and their associates are at all times.

Call signals originating in the patient room also flash at the control center. The attendant can tell immediately whether the call was initiated by the patient or by a staff member. In addition, floor supervisors carry pocket pages with them so they can be contacted instantly, too.

The nursing alcoves between every two patient rooms maintain medical and housekeeping supplies and the patient's medical records. A unique materials handling system for dirty linen and used supplies frees the registered nurses from performing non-nursing tasks.

"We are anxious to continue improving the professionalism of our nursing staff," explains Mrs. Grant. "We have an on-going program of educational opportunities to help our staff members grow more proficient."

The results of Holy Cross' devotion to high quality patient care is continually tested by the Patient Care Committee. Confidential evaluation forms are given to regular patients and those cared for in the hospital's emergency room. Patients are asked to rate qualities such as efficiency, promptness, cheerfulness, concern and skill from poor to excellent in the staff. Patients who stay overnight at Holy Cross are also asked for their opinions on the comfort, cleanliness, lighting and quietness of their room; the service, sufficiency and appetite appeal of the food; and services performed by other hospital departments such as X-ray, housekeeping and physical therapy.

- MORE -

These forms are reviewed by the Patient Care Committee, made up of medical, nursing, and administrative staff members. A thorough evaluation of the forms and any patient comments is made. The evaluation is reviewed by the Director of Patient Care Services, and if there are areas where corrective action is necessary, the appropriate supervisor discusses the problem with the staff.

Holy Cross' nursing staff is assisted in its total patient care concept by the volunteer Hospital Guild whose members are involved community women. They assist in patient discharges, in-hospital transportation, and patient relations services such as mail delivery, flowers maintenance, lending library, etc. They also work in the pediatrics ward, helping to keep restless youngsters entertained and resting quietly, and in the emergency and surgical waiting rooms, acting as liaison with waiting families.

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Community Health Forums
Holy Cross Hospital

In addition to offering the best health care equipment and facilities to physicians and residents of northern San Fernando Valley, Holy Cross Hospital goes out into the community to serve it better with an on-going series of Community Health Forums.

The Community Health Forum Series is administered by the hospital's Community Relations Office under the supervision of the Long-Range Development Committee of the Board of Trustees. This committee is chaired by board member William M. Moran, Jr.

"Holy Cross has been holding these forums for four or five years," explains Moran. "Our primary purpose has always been to provide the community we serve with preventive medicine information. We hold two or three forums a year. We're constantly trying to increase the number of people we expose to our programs, and we've been gratified by the tremendous community response."

- MORE -

Topical subjects of preventive medicine are selected for each forum and a member of Holy Cross' medical staff is assigned to make the program arrangements. Prominent doctors, teams of academic researchers, and other experts in their fields are invited to participate in the structured program. Then the audience can ask questions of these experts.

Evening programs are usually held at local high schools. More than 200 people attended the most recent program, held last fall on the subject of preventing and treating sports injuries.

"We've covered such topics in the past as breast cancer, hospital emergency departments and the types of injuries and illnesses they can handle, and how to cope with summer at-home emergencies ranging from sprains, bee stings and burns to more serious problems like drownings and heart attacks," says Moran.

"Public reaction to our demonstration of cardiopulmonary resuscitation at that program was outstanding. In fact, we had numerous requests to learn this technique, along with the Heimlich maneuver for people choking on their food. As a result, more than 140 people attended classes to learn these maneuvers spread over a month or so after the initial Community Forum. The nursing staff donates their time to do this. The tremendous dedication of the professional staff at Holy Cross to community service is certainly one of the hospital's most important assets."

- 30 -

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BACKGROUND

Landscape Design
Holy Cross Hospital

In addition to the innovative medical facilities at Holy Cross Hospital, patients will find "psychic" and therapeutic benefits from the unique landscape design.

With an aesthetic and humanitarian view, as well as an eye for the practical, administrators at Holy Cross worked in close cooperation with Lawrence Moss & Associates, A.I.L.A. of Glendale, developing grounds, gardens, patios, courtyards and even rooftops to provide a cheerful, colorful and therapeutic environment for patients.

Since all rooms in the hospital have windows, Larry Moss decided that interesting rooftops would provide a psychological boost to confined patients. Instead of looking out over shingles, concrete or tar with bulky air conditioners and ugly stacks, Holy Cross patients have a delightful view of what appears to be a colorful dried river bed. Moss wanted to create a "moving" design for the eye, rather than the typical stagnant rooftop scene. To create these moving roof patterns, Moss used various types of rock, resulting in a stream, grass and stratified river bottom effect. Mexican beach pebbles were selected for the stream area surrounded by

- MORE

shades of color, using bark brown crushed gravel and natural river gravel. The top layer is feather rock -- the entire area spotted with Australian willow (geigera parviflora) in boxes on Pampas grass. All plants were selected which could withstand winds on the rooftops. There are three of these roof gardens at Holy Cross; one is 150' x 70' and two are 60' x 40'.

The Physical Therapy Department opens out to a beautifully landscaped multi-surface outdoor garden. Actually an integral part of therapy, it is used for walking retraining. Various materials have been used in the garden to create different surfaces -- asphalt, grass, sand, brick, concrete, dirt, even wooden bridges -- all worked into free-form patterns.

In another courtyard, Lawrence Moss & Associates have brought in a giant olive tree to provide shade and an outdoorsy atmosphere to an area where people can sit outside and sun or have lunch.

Many of the existing sycamore trees, already 25-30 years old, were preserved from the hospital site after the 1971 earthquake. These trees were placed in eight-foot planter boxes, nurtured for several years, and now have been planted in the double driveway entry area. An additional five olive trees, the native tree of the San Fernando Valley, have also been planted at the entry.

The balance of the grounds are planted with flowering dogwood, magnolia trees, flowering peach, flowering quince, California pepper and liquidambar. The grounds in full bloom will provide a strikingly colorful woodsy scene of native plants on sweeping lawns. As the plants mature, the lawns should become more and more beautiful within the coming years.

- MORE -

The Lawrence Moss firm worked closely with Mr. Don Juddy, environmental services director at Holy Cross Hospital, to work out mechanical problems, engineering, and irrigation systems for the unique landscape design.

- 30 -

Holy Cross Hospital in the northeast San Fernando Valley will be the newest major medical facility in the Los Angeles area and will utilize some revolutionary new ideas in hospital design. The hospital utilizes the single occupancy room concept with bright yellow and orange walls and beautiful views of the surrounding scenic foothill landscape.

Innovative concepts in health care which focus on the patient include a nurse's vestibule between every two rooms providing access to all needed supplies and medical information for both attending physicians and nurses. Functional systems for handling supplies and equipment saves time for the nurses so that they can spend time in actual patient care.

A sophisticated electronic system called the Nurse Presence System will be utilized as well as a computerized telephone system where the instruments can be utilized as telephones, intercoms, and for dictating.

There are windows in all patients' rooms, including those rooms in the critical care unit. Windows in the critical care unit have been found to be very important in the recovery of patients, helping them to distinguish between night and day and to follow the passage of time.

Other advances in the new hospital include the first combined obstetrical and surgery units in the State of California, a total laminar air flow system for surgery, a 24-bed critical care unit with both hard wire and telemetry monitoring capabilities and the latest generation computerized axial tomography full-body scanner (CAT).

Services in the new hospital include a non-invasive cardiology department and a 24-hour emergency service department with three major trauma rooms. The emergency rooms have physiological monitoring capabilities similar to that in the critical care unit.

Many of the innovative services and concepts incorporated in the health care facility are the result of a unique approach to hospital design. Thirty different task forces made up of doctors and hospital staff met to examine every aspect of hospital design and operation, discussing how and where there could be improvements over the previous hospital layout. Their experience in actual hospital functions was incorporated into the final design by the architects.

I will be in touch with you in the next few days to discuss details of these and other new features of Holy Cross Hospital and the people who have dedicated themselves to quality health care.

Sincerely,

Rudy R. Garza
Account Executive

RRG/lm

HARSHE-ROTMAN & DRUCK INC. PUBLIC RELATIONS

3345 WILSHIRE BLVD. LOS ANGELES, CALIF. 90010 PHONE (213) 385-5271 TWX 910-321-4419

Holy Cross Hospital in northeast San Fernando Valley will be the newest major medical facility in the Los Angeles area. The new hospital is built on the same site as the previous facility, which was permanently damaged in the 1971 earthquake and subsequently torn down.

Many innovative services are incorporated in the new hospital. They are the result of a unique approach to hospital design.

Thirty different task forces made up of doctors and employees met to examine every aspect of hospital design and operation, discussing how and where there could be improvements over the previous hospital's layout. Their experience in actual hospital function was incorporated into the final design by the architects.

One of these concepts which might be of interest to your audience is the new role of the nurse at Holy Cross Hospital. Influenced by modern concepts of health care, nurses are freed of non-nursing tasks by functional systems for the handling of all supplies, from bed linens to bed pans and medical supplies.

Decentralized Nurses Stations let nurses be with patients on a continuous basis. Nurse's vestibules between every two rooms provide the nurse and the attending physician with all medical information and supplies needed. A sophisticated electronic communications system further aids in reducing the nurse's manual tasks, thus giving more time for patient care.

You may be interested in talking with Sister Ruth Marie, C.S.C., hospital administrator, about the new concepts in nursing and health care at Holy Cross Hospital.

I've enclosed a biography of Sister Ruth Marie as well as some background information on other aspects of the hospital. I will be in touch with you in a few days to see how we can work with you to share some of the information with your audience.

Sincerely,

Rudy R. Garza
Account Executive

RRG/lm

LOS ANGELES CHICAGO NEW YORK HOUSTON WASHINGTON, D.C. LONDON

Is quality, reasonable health care dead?

The resurrection of Holy Cross Hospital answers that question with a resounding "NO." From the catastrophic 1971 earthquake, the hospital has spawned many innovative and unique departures in patient care utilizing sophisticated technology combined with a paramount concern for the patient.

We think you'll find one or more of the below-listed elements of particular interest to your audience...and we can supply experts in each area to be interviewed at your station or at the hospital.

...There are only single-occupancy rooms with a nurse's vestibule for every two rooms.

...For the first time in California, the obstetrical and surgery units are combined.

...In the physicians' parking lot, a computer-operated message screen gives incoming or outgoing physicians call messages.

...The area outside the Physical Therapy Department is more than a beautifully landscaped, multi-surface, outdoor garden. An integral part of therapy, it is used for walking retraining on the various grasses, stepping stones, gravel and wet cement surfaces.

...A full-body CAT scanner, the only one of its kind in the Valley, is available in the Radiology Department.

...In the maternity ward, the parents are allowed total access to their new child and are provided with a candlelight dinner for two following the happy occasion.

...Even if they are not enjoying a romantic dinner, patients receive gourmet meals served right from microwave ovens which might include an Indonesian entree, a Philippine dessert and Japanese tea.

...An automatic cart system moves supplies without the need for manual delivery.

...A sophisticated electronic communication system called the Nurse Presence System indicates where the members of the nursing teams are.

Of course, there is much more to the Holy Cross Hospital story. We look forward to working with you soon on spreading the word that innovative and compessionate health care is indeed alive and well... and in the San Fernando Valley!

Sincerely,

Rudy Garza
Account Executive

RG/ar
Enclosure

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3346 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

FOR IMMEDIATE RELEASE

SEARCH FOR GOOD SAMARITAN

LOS ANGELES, March 5, 1977 -- Holy Cross Hospital is seeking the "Good Samaritan" who saved the broken pieces of the hand of the Madonna during the 1971 earthquake. The statue of the Madonna at Holy Cross Hospital stood through the temblor but several fingers from the hand were broken away.

Last year a woman went to the emergency facility of Holy Cross and reported to hospital officials that she and her family, while walking around the damage some time after the earthquake, noticed the Madonna fingers missing. The woman's children found the fingers in the ground cover surrounding the statue. She had saved the broken pieces at home in her jewelry box, hoping that the hospital would be rebuilt and waiting for a time when the statue would be moved to the new hospital and restored.

The woman's name and telephone number were taken by the emergency room nurse, Sister Vincetta, C.S.C. The lady who had saved the broken pieces of the hand of the Madonna said when the statue was placed on its permanent site, she and her family would return the fingers to the statue.

- MORE -

Now, after years of hard work and perseverence, a new Holy Cross Hospital is nearing completion and hospital administrators would like to have the statue restored before the dedication ceremonies on April 16. However, the slip of paper with the name and phone number of the "Good Samaratin" has been misplaced. Hospital officials are hopeful that the woman still resides in California and will be reached by their messages.

Holy Cross Hospital urges citizens to "lend a hand" in restoring the Madonna. The woman, according to Sister Vincetta, came to the emergency room with her mother.

Anyone having any information regarding the lady described or her whereabouts, or any knowledge of the missing pieces of the Madonna statue, is requested to contact Holy Cross Hospital, (213) 365-8051.

- 30 -

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6866

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

FOR IMMEDIATE RELEASE

HOLY CROSS HOSPITAL HONORED BY ARCHITECTURE AWARD

Daniel, Mann, Johnson and Mendenhall, the architectural firm which designed the new Holy Cross Hospital, has received an honor award for design excellence for the new hospital building. The award was made by the Society of American Registered Architects, Southern California Chapter, at the group's Tenth Annual Honor Awards meeting in Marina Del Rey. The honor was one of four given in the category of buildings over five million dollars.

The new Holy Cross Hospital is a showcase of innovative design and offers the finest medical care available to residents of the San Fernando Valley. The new hospital will be dedicated Saturday, April 16.

- 30 -

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
444 N. Michigan Ave.
60611
(312) 644-8600

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

HOUSTON
836 Esperson Building
77002
(713) 237-9221

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

FOR IMMEDIATE RELEASE

DEDICATION DAY -- HOLY CROSS HOSPITAL

The April 16 dedication ceremonies of the new Holy Cross Hospital, located at Indian Hills Rd. and Rinaldi St., represented a major accomplishment in the San Fernando Valley. Lee Schulman, president of the Board of Trustees, served as Master of Ceremonies for the dedication. Following the opening prayer by Reverend Samuel Platts of the Lutheran Church of the Master, and Rabbi Jerry Fisher of the Temple Beth Torah in Sepulveda, Schulman discussed the rebirth of the hospital. The main hospital building at Holy Cross was permanently damaged by the 1971 earthquake and the rebuilding of the new facility is a result of years of effort on the part of numerous citizens of the Valley, U.S. government and public officials and the Sisters of the Holy Cross.

Government officials in attendance included Assemblyman Jim Keysor and San Fernando City Councilman Lawrence Dick. Councilman Louis R. Nowell's office presented a plaque to the hospital.

A "blessing of the building" was conducted by His Eminence Cardinal Timothy Manning and the ceremonies were closed by Christian folk group "The Spirit of the Light" from Our Lady Of Peace Parish of Sepulveda.

- MORE -

Among the speakers for the dedication were Sister Ruth Marie Nickerson, C.S.C., administrator; Sister Kathleen Anne Nelligan, C.S.C., Superior General, Sisters of the Holy Cross, St. Mary's, Notre Dame, Indiana; Dr. John Lynch of Granada Hills, medical staff president; Jeanne Stephenson of Woodland Hills, emergency department supervisor; Sue Wilson, R.N., of Sylmar, critical care supervisor; Dr. Paul Mahoney of Encino, director of radiology; Dr. Jerry Garrett of Northridge, chairman of the Department of Surgery; Sister Martha Ann Taylor, C.S.C.; Nina Amoroso of Westlake Village, guild president; and Father Thomas Meyer, O. CARM., of North Hollywood, director of pastoral care.

Private tours of the facility were lead by Paul Chenette, manager of central services and a resident of Sylmar.

Architects Bob Hartman, Stanley Smith and King Wong were recognized for their outstanding contribution. The architectural firm of Daniel, Mann, Johnson and Mendenhall has received an honor award for design for Holy Cross Hospital. The construction and engineering firm of S.B. Barnes and Associates was represented by R.W. Spracklen, vice president.

The dedication celebrated the culmination of years of planning and labor to bring the San Fernando Valley the finest medical facility available.

Holy Cross is one of the first hospitals to build utilizing federal disaster funds. Four days after the 1971 earthquake which destroyed the main building, the hospital's Board of Trustees met with members of the order of the Sisters of the Holy Cross and dedicated themselves to the restoration of hospital operations as quickly as possible to continue providing needed medical care to the community.

- MORE -

Public support was quick to come. In March of that year, California legislators Sen. John Tunney, Sen. Alan Cranston, Congressman James Corman and 50 other senators and congressmen introduced legislation in Washington, D.C., which would allow non-profit hospitals to qualify for federal disaster funds. The bill passed both Houses of Congress and was signed by the President in December. Holy Cross Hospital has received $11,862,127 in federal funds to replace the existing hospital building which had been damaged.

The Department of Health, Education and Welfare provided a $2,291,376 Hill-Burton grant for modernization and upgrading of hospital services to meet the growing needs of the community projected into the 1980's. Specific programs to benefit from upgrading and expansion are outpatient services including emergency room and physical therapy.

Considerable additional funds were raised through bond issues and from internal sources for refinancing, debt service, and to purchase some of the innovative equipment which will make Holy Cross one of the most advanced medical care centers in the Los Angeles area.

Some of the unique or ultra-modern features of the new Holy Cross Hospital include a Model 900Z Laser Photocoagulater, the only one of its kind in the San Fernando Valley for the treatment of eye disorders and dermatological use; an extra-large and up-to-date physical therapy unit which has a walking retraining courtyard with every imaginable everyday walking surface; a combination of the surgical and obstetrical suites for quick access in case of Cesarian or other complications in delivery; a helicopter landing pad; a larger-than-usual emergency facility

- MORE -

with special facilities for the treatment of trauma since the hospital's location is near the intersection of all major freeways coming into the Valley; a full-body CAT scanner for diagnostic purposes; all single rooms, each with a window; a critical care unit; a short-stay surgical unit so that some patients do not have to stay overnight for minor surgery; and a "ready-food" service offering gourmet meals.

Public tours are available. For information, call (213) 365-8051, ext. 275.

- 30 -

HARSHÉ-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Sue Deer (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BIOGRAPHY

Lee Schulman
President, Board of Trustees
Holy Cross Hospital

Lee Schulman has served on the Board of Trustees of Holy Cross Hospital since 1969. Elected president of the Board in 1971, he has guided the awesome task of rebuilding the hospital from the ground up since it was damaged in the 1971 earthquake.

According to Sister Ruth Marie Nickerson, C.S.C., Mr. Schulman's leadership in his role as president of the Board has been outstanding. He has great faith in Holy Cross Hospital, the people involved with it, and its mission in the community. He has devoted much time and energy in planning and work with governmental and private agencies to make possible the rebuilding of the hospital.

Professionally, Schulman is a veteran of more than 30 years in radio and television programming. He is currently vice president, program development for the NBC Television Stations Division of the National Broadcasting Co. His responsibilities include seeking, identifying and helping to develop and create new series for the five network-owned television stations across the country.

- MORE -

Prior to being named to this position in May, 1976, Schulman served as general manager of WMAQ-TV in Chicago and vice president of NBC. Previously, he served four years as program manager of KNBC in Los Angeles, where he earned three regional Emmy awards.

Lee Schulman became associated with Holy Cross Hospital shortly after moving to Southern California in 1968. He purchased his home in Sherman Oaks from a man who was then a member of Holy Cross' Lay Advisory Board. This man asked Lee to help with the work the Lay Advisory Board was doing for the hospital.

The administration of St. Mary's, which ran the hospital, was so impressed with his energy and enthusiasm, they asked him to accept an appointment to the newly formed Board of Trustees.

Schulman also serves on the Board of Regents and as chairman of the building committee for St. Mary's College, Notre Dame, Ind., where the headquarters of the Congregation of Sisters of the Holy Cross, which operates eight other hospitals across the country, is located.

A native of New York City, Schulman majored in cinematography at the University of Southern California in Los Angeles. He served in the Army during World War II, and for two years following the war was head of special events for the American Forces (Radio) Network in Europe.

After discharge, he served as special events director for Sackett & Prince Television Productions in New York, then joined WGYN-FM New York as production manager. In 1948 he became program director for KRSC-TV (later KING-TV) Seattle; in 1949 he became program manager and in 1964 was promoted to general manager of that station.

Immediately prior to joining KNBC Los Angeles, Schulman served as program director of WBKB-TV (now WLS-TV) Chicago.

- MORE -

He has served for several years as chairman of the national awards committee of the National Academy of Television Arts and Sciences, and is a past national vice president of that organization.

In addition to his work on behalf of Holy Cross Hospital, Schulman served on the Board of Directors of the Watts Training Center in 1969-1970.

His wife, Gerri, teaches physical education in inner city schools in Los Angeles. Schulman describes her as one who fervently believes in the equality of all people. She relates to her diverse students as a trusted friend. In addition, she is a proficient pianist.

The Schulmans have two children -- David, 26, and Wendy, 24.

- 30 -

HARSHE-ROTMAN & DRUCK, INC.
PUBLIC RELATIONS

LOS ANGELES
3345 Wilshire Blvd.
90010
(213) 385-5271

CHICAGO
108 N. State St.
60602
(312) 346-6868

NEW YORK
300 E. 44th St.
10017
(212) 661-3400

HOUSTON
836 Esperson Building
77002
(713) 237-9221

WASHINGTON, D.C.
1717 K Street, N.W.
20036
(202) 296-3049

FROM: Jan Works (Los Angeles Office)

FOR: HOLY CROSS HOSPITAL
15031 Rinaldi St.
San Fernando, Calif. 91345

BIOGRAPHY

Sister Ruth Marie Nickerson, C.S.C.
Administrator, Holy Cross Hospital

Sister Ruth Marie Nickerson, C.S.C., has served as administrator of Holy Cross Hospital, San Fernando, Calif., since June, 1976. She has overall administrative responsibility for reconstruction of the hospital, as well as day-to-day operations of the present facility. Sister Ruth Marie joined the Holy Cross staff as an assistant administrator in August, 1974, and was appointed associate administrator in September, 1975. Prior to coming to Holy Cross, Sister was administrative assistant at St. John's Hospital in Anderson, Indiana.

Sister Ruth Marie also serves as secretary-treasurer on the hospital's Board of Trustees, and is a member of the Board of Trustees of Saint Agnes Hospital in Fresno, Calif. She is also a member of the Emergency Health Services Committee of the Hospital Council of Southern California, and serves on the Liaison Advisory Board of the Los Angeles Archdiocese.

Her educational background includes a master's degree in health administration with a specialty in comprehensive health planning from University of Colorado, obtained in 1974, and B.S. degree in nursing from Seattle University.

- MORE

In addition to her training and professional experience in the field of health planning, Sister Ruth Marie is a registered nurse and served in the emergency room at Holy Cross Hospital, Silver Spring, Md., from 1968 to 1971.

An Orange, N.J. native, Sister Ruth Marie grew up in Washington, D.C. area.

- 30 -

February 1977

R. W. SPRACKLEN

Mr. Spracklen graduated from the University of California at Los Angeles in 1952 with a Bachelor of Science in Engineering. He is a member of Chi Epsilon, Honorary Civil Engineering Fraternity. After a brief period with the California Division of Highways he served with the Armed Forces from 1953 to 1955. In 1955, he joined the firm of S. B. Barnes and Associates, Consulting Structural Engineers, in Los Angeles. He is currently Vice-President of the firm.

He is registered in California as a civil and structural engineer and holds registration in New Mexico and Montana. He is a member of the Structural Engineers Association of California, American Society of Civil Engineers, American Concrete Institute, Consulting Engineers Assoc. of California, American Society for Testing and Materials, and the Construction Industries Committee of the Los Angeles Chamber of Commerce, where he presently chairs the Building and Safety Committee. He presently serves on the Board of Directors for the Structural Engineers Association of California.

He was formerly a Director of the Southern California Chapter of SEAC and Past Chairman of the Building Code Committee of this association.

S. B. BARNES

Civil and Structural Engineer

Chief Executive Officer, firm of S. B. Barnes and Associates, Consulting Structural Engineers, 2236 Beverly Boulevard, Los Angeles, California 90057

Residence: No. 2 Toluca Estates, North Hollywood, California 91602

Born : Omaha, Nebraska, January 6, 1900.

Education: Purdue University, B. S. in Civil Engineering, 1921.
Honorary Doctor of Engineering, Purdue University, 1959.
Tau Beta Pi, Contour, Triangle.

Experience:

1921-23 - Los Angeles Harbor Department
Assistant Structural Engineer

1923-24 - Los Angeles City Building Department
Structural Engineer and Assistant Chief Structural Engineer

1924-26 - Structural Engineer with Oliver G. Bowen, Consulting Structural Engineer.

1926-28 - Structural Engineer with Erick & DeLine, Consulting Structural Engineers.

1928-31 - Chief Structural Engineer with Claud Beelman, Architect.

1932-33 - Senior Structural Engineer, Los Angeles Office, State Division of Architecture

1933-date - Private Practice

Appointed by Governor Knight in 1954 as member California State Board of Registration for Civil and Professional Engineers. Reappointed 1958. President of the Board 1959 and 1960.

Member - American Society of Civil Engineers - Vice President 1953, Los Angeles Section. Life Member 1963.

- Structural Engineers Association of Southern California - Past Vice President 1935 and 1937; Past President 1948. Honorary Member 1960.

- Consulting Engineers Association of California - Director 1953-1957. Vice-President 1955

Member - Society of American Military Engineers.

- Seismological Society of America.
- American Concrete Institute.
- Earthquake Engineering Research Institute. Vice President 1967.
- National Society of Professional Engineers.
- American Arbitration Association.
- Building Research Advisory Board.

Public or Civic Affairs - Seismic Safety Commission Committee on Hospitals.

- Member Advisory Board, St. Joseph's Hospital.
- Past Member of Advisory Board, State Division of Architecture, State of California, 1952 to 1967; Chairman 1954.
- Past Member of Board of Examiners and Appeals of the Department of Building and Safety, County of Los Angeles - 1936-1952.
- Past Chairman of Construction Industries Committee of Los Angeles Chamber of Commerce, 1950.
- Past Director, Los Angeles Chamber of Commerce, 1950.
- Member of Rotary International. Past President Toluca Lake Club.
- Big Ten Club; Purdue Club.

Recipient of Los Angeles Chamber of Commerce Achievement Award for 1957.
" " "Engineer of the Year" 1965, presented by Engineer's Week Committee, Los Angeles.
A.I.S.C. Award of Merit - 1972.
Howard Award - ASCE National Convention 1971.

Chairman of High Rise Construction Committee in 1966. This committee was created by the Cities-County Uniform Building Code Committee for reviewing and making recommendations pertaining to Building Regulations, Engineering and Construction of Earthquake resistant "High Rise Buildings".

Professional Licenses - Structural - Structural Engineer No. 1, Civil Engineer No. 601 - State of California. Also licensed in Arizona, Washington, Texas, and Wisconsin.

TIMOTHY CARDINAL MANNING

An historian of earlier times once noted that there was an "air of nobility in the bishops" chosen by the Vicar of Christ to watch over and provide for the spiritual destinies of California. Each of them measured up to the Pauline requirements of apostolic zeal, extraordinary charity and unswerving faithfulness to the People of God. The twenty-eighth American named to the Sacred College of Cardinals embodies that tradition in a most "eminent" manner.

Timothy Manning, one of the four children of Cornelius and Margaret (Cronin) Manning, was born on November 14, 1909, at Ballingeary, County Cork, Ireland. In 1915, he enrolled at the local National School and seven years later advanced to the educational facilities operated at nearby Cork, by the Christian Brothers. His preparation for the priesthood began in 1923, at Mungret College, a secondary school staffed by the Society of Jesus for the foreign missions.

The youthful clerical aspirant was attracted to California by an appeal on behalf of the Diocese of Los Angeles-San Diego. Leaving Ireland, in October, 1928, he travelled to Menlo Park, where he joined the student-body of Saint Patrick's Seminary.

He was ordained to the priesthood by Bishop John J. Cantwell, on June 16, 1934, in Saint Vibiana's Cathedral. His initial assignment was that of curate at Immaculate Conception Church, in Los Angeles. The following year, Father Manning was sent to Rome for post-graduate studies at the Pontifical Gregorian University, where he received the doctorate in Canon Law, in 1938. Upon his return to Southern California, Father Manning was named Secretary to Archbishop Cantwell, a post he occupied for eight years. In 1943, he was made a papal chamberlain and, two years afterwards, was promoted, by Pope Pius XII, to the domestic prelacy.

On August 17, 1946, Msgr. Manning was appointed Titular Bishop of Lesvi and Auxiliary of Los Angeles. Episcopal orders were bestowed, on October 15, by Bishop Joseph T. McGucken, Apostolic Administrator of Monterey-Fresno. Co-consecrators were the former Superior General of Maryknoll, Bishop James E. Walsh and the Auxiliary of San Francisco, Bishop Thomas A. Connolly. At the time and for a goodly while thereafter, Bishop Manning was the "Benjamin of the American Hierarchy."

With the appointment to Los Angeles, in 1948, of Archbishop J. Francis A. McIntyre, Manning was named Chancellor. From 1953 to 1967, he also occupied the pastorate of Saint Gregory's, a parish situated four miles from downtown Los Angeles. On November 29, 1955, he became Vicar General of the archdiocese.

A popular speaker and writer, Bishop Manning published a chapter of his doctoral thesis dealing with *Clerical Education in Major Seminaries*, a fifty page treatise on *The Grey Ox. Some Reflections on the Apostolate of Junípero Serra* and the entry for the "Archdiocese of Los Angeles in the *New Catholic Encyclopedia*." A number of his sermons and addresses have appeared in various ecclesiastical journals in recent years. The Bishop served the commonweal in several capacities during his tenure as Auxiliary of Los Angeles, including a fifteen year stint on the Los Angeles City Library Commission and a lengthy term as a director for *El Pueblo de Los Angeles* Commission.

Upon realignment of ecclesial boundaries in Central California, Bishop Manning was named to the newly-erected Diocese of Fresno, October 24, 1967. He was installed, by Archbishop Luigi Raimondi, the Apostolic Delegate, on December 15.

Bishop Manning's work in the eight counties of the San Joaquin Valley was described as "a servanthood of justice and reconciliation." In eighteen brief, but intensely fruitful months, he created a diocesan Housing Commission, established four new parishes and five missions, approved formation of a priests' senate, authorized a Task Force to marshall resources for inner city and minority groups, shared the bitter anguish of the Delano labor dispute and visited each of the eighty parishes scattered through the 35,239 square mile jurisdiction.

The prelate was recalled to the scene of his earlier priestly labors, on May 26, 1969, as Coadjutor (c.j.s.) to James Francis Cardinal McIntyre. Assigned to the titular See of Capri, Archbishop Manning was re-named Vicar General and given the pastorate of Saint Brendan's Church. Upon retirement of Cardinal McIntyre, on January 21, 1970, Archbishop Manning became Chief Shepherd of the Church at Los Angeles, encompassing the 9,508 square miles of Los Angeles, Orange, Ventura and Santa Barbara counties. He received the sacred pallium, symbolic of the metropolitan office, on June 17, 1970, at the hands of his predecessor.

In addition to pursuing existing administrative and expansionary policies, Archbishop Manning established a priests' senate, an inter-parochial council and a clerical personnel board. He energetically supported a host of ecumenical involvements and warmly endorsed the Cursillo movement.

He made a solemn pilgrimage to Mexico City's National Shrine of Our Lady of Guadalupe, "where it all began for California," there "to thank the Mexican people for their role in bedrocking the faith" along the Pacific Slope. It was also in 1971 that the Archbishop was elected proto-president of the newly-created California Catholic Conference.

In his concern for and identification with the archdiocesan-founded and sponsored Lay Mission Helpers, Manning visited missionaries in South Africa, Rhodesia, Ghana, Kenya, Malawi and Uganda. It was while enroute to another segment of that far-flung apostolate, early in 1973, that he received word that the Holy Father had once again honored the People of God at Los Angeles, by naming him to the Sacred College of Cardinals.

ARCHDIOCESE OF LOS ANGELES ARCHIVES

STANLEY M. SMITH, A.I.A. **CORPORATE VICE PRESIDENT/ PRINCIPAL**

University of California — Bachelor of Arts

Registered Architect — California, Connecticut, Hawaii, Massachusetts, Pennsylvania, Guam

Member — American Institute of Architects, American Society of Civil Engineers, Council of Educational Facilities Planners

Mr. Smith, as Vice President and Principal in charge of DMJM's Community Facilities Division, is responsible for the planning, design, production and coordination of all aspects of institutional projects including educational facilities from the elementary through the university level, health care facilities, civic centers and performing arts and cultural centers. Current projects in various stages of development represent about $100 million in construction.

This work includes such varied projects as a performing arts center for Ambassador College, a private institution with campuses in Pasadena, California, Texas and England; a nationwide study for the Hashemite Kingdom of Jordan, a broad-range educational program comprising design prototypes for the entire educational system from elementary through vocational-technical and college levels; the University Santa Maria la Antigua in Panama; the Afghan Institute of Technology in Kabul, under the sponsorship of the U. S. Department of State; more than 15 community colleges throughout the U. S., including Leeward Community College for the University of Hawaii; and 18 vocational-technical schools for the Republic of Vietnam.

In health care facilities, Mr. Smith's division is preparing a master plan for a major cancer research institute and hospital for the University of Southern California at the Los Angeles County-U. S. C. Medical Center; preparing the program, schematics and equipment list for Wahiawa General Hospital on Oahu; and developing the program, master plan and schematics for Guam Memorial Hospital.

Other current and recent health care projects include St. Vincent's Hospital, Los Angeles, a 314-bed facility; a student health center at Fresno (California) State College; Dominguez Valley Hospital, Compton, California; and Monterey Park, California, Intercommunity Hospital.

In other assignments, the division is supplying consulting services to the Korean Ministry of Education through the Economic Development Board for 33 vocational-technical schools which are based on standards developed for the project.

Biography Of
Barry M. Goldwater, Jr.
Member of Congress
from the
State of California

Representative Barry M. Goldwater, Jr. represents the 20th Congressional District of California. He was first elected in April, 1969 to the 91st Congress, has been re-elected to each succeeding Congress, and presently serves in the 94th Congress.

He is a member of the House Committee on Science and Technology, and has been one of the most active advocates of a strong national aviation/aerospace program. He also serves on the Subcommittee on Aviation and Transportation Research and Development, and is Ranking Republican on the Subcommittee on Energy Research, Development and Demonstration. He was the co-author of solar and geothermal energy legislation.

Congressman Goldwater is also a member of the Committee on Public Works and Transportation, and sits on three Subcommittees: Aviation; Investigations and Review; and Public Buildings and Grounds.

He strongly opposes any measure that would strangle free enterprise, increase the power of the federal government, or give the Executive Branch unnecessary power.

He has become one of the leading California legislators in important local matters such as land-use planning, alleviation of unfair government competition with the private sector, better methods to fight forest fires in California; improvement of rapid transit methods; and in solving defense and aerospace unemployment.

He has also led efforts in the Congress to improve the quality of higher education for thousands of deaf youth in America; worked to improve opportunities for blind Americans; and has taken a strong interest in the problems of all handicapped people. On the national scene, the Congressman has emerged as a serious, effective voice in the protection of individual rights and personal privacy, and has authored several measures to protect the individual from privacy invasion. One of his bills, the landmark Right to Privacy Act of 1974, was signed into law on January 1, 1975.

Born in Los Angeles on July 15, 1938, he majored in business and marketing at the University of Colorado and Arizona State University, where he graduated in 1962. He then settled in Los Angeles, and worked as a stockbroker, later becoming a partner in a stock brokerage firm where he continued until his campaign for Congress in 1969.

On March 30, 1972, he married the former Susan L. Gherman of Newport Beach, California.

Congressman Goldwater is an avid pilot who has logged over 3,000 hours and owns a Beechcraft Bonanza. He also enjoys skiing, sailing, photography, and carpentry.

The 20th Congressional District is comprised of the western-most portion of the San Fernando Valley and the Santa Clarita Valley to the Los Angeles-Ventura County border, and half of Ventura County. The district includes such communities as Saugus, Newhall, Valencia, Castaic, Val Verde, parts of Canoga Park, Northridge, Granada Hills and Woodland Hills; Topanga, Malibu, Agoura, Westlake Village, Calabasas, Simi Valley, Thousand Oaks, Moorpark, Fillmore, Piru, Camarillo, Santa Paula, Port Hueneme, and the Channel Islands area of Oxnard.

#

KING WONG **ARCHITECT**

Los Angeles City College -- Associate of Arts in Architecture
University of Southern California -- Graduate studies in Architecture

Registered Architect -- California

Mr. Wong, who has been with DMJM since 1958, has earned a special identification with health care facilities and other institutions. Currently, he is serving as Project Architect on Dominguez Valley Hospital in southern Los Angeles County, a phased program with eventual development to 302 beds. He also has been Project Architect for the 320-bed replacement facility for St. Vincent's Hospital, Los Angeles, a $16.3-million project which includes a pneumatic trash and linen collection system.

Before assuming these responsibilities, Mr. Wong served DMJM as a job captain-coordinator, again focusing his abilities on health care facilities. As job captain, he coordinated the architectural work with that of the required engineering disciplines: structural, civil, mechanical, and electrical. He also has done design, working drawing production, and prepared specifications.

Other DMJM health care facilities projects on which he has played a part include Pacoima Memorial Lutheran Hospital, a 100-bed facility but planned and designed for ultimate expansion to 300 beds; and a 430-bed convalescent hospital in New York.

Before coming to DMJM, Mr. Wong worked on the Daniel Freeman Memorial Hospital in Inglewood, California; the 160-bed Orthopedic Center in Los Angeles; and remodeling of the U. S. Veterans Administration Hospital, Long Beach, California.

PROJECTS DIRECTOR
MEDICAL FACILITIES

ROBERT H. HARTMAN

University of Michigan
Wayne University

Registered Architect — California

Member — American Institute of Architects, California Hospital Association, International Hospital Federation, American Association for Hospital Planning

Mr. Hartman, with more than 23 years of professional experience in the fields of architecture, planning and construction, has been exclusively associated with medical facilities during the past 8 years.

Mr. Hartman provides counsel to DMJM clients in the development of medical facility projects which are responsive to the radically changing health delivery systems. He further guides the firm's projects in the broad field of medical facilities, including hospitals, health centers, medical office buildings and specialized clinics.

Mr. Hartman's prior experience includes the position of Director of Planning for the Lutheran Hospital Society of Southern California, in which capacity he was in charge of major expansion programs for seven not-for-profit community hospitals and medical centers. These projects included major innovations in hospital design and construction methodology, including a $10 million facility designed as a "systems" building incorporating fast-tract design-construction and construction management.

His involvement in changing trends in health care through national seminars and conferences and as a panelist at Department of Health, Education and Welfare workshops makes him particularly sensitive to the overriding demand for building design which provides maximum adaptability to accommodate future change.

Mr. Hartman is conversant with the requirements of the Hill-Burton Act, various state comprehensive health planning agencies and local health departments as well as the various federal agencies. In this specialized field he is able to assist clients in the preparation of exhibits, documents and applications for reviews and approvals by the various agencies which currently control medical facility development programs.

A SUMMARY
of
CONSOLIDATION:
JACKSONVILLE-DUVAL COUNTY
the dynamics
of urban political reform

By RICHARD MARTIN

Published by Convention Press
Jacksonville, Florida, 1968

PRESENTED

TO THE

CHARLOTTE-MECKLENBURG CHARTER COMMISSION

September 9, 1969

By L.M. Wright, Jr.

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY
Ivan C. Clare

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

CS 205226

"One of the greatest tragedies related to the unsolved problems of metropolitan areas is the fact that most of the work being done on these problems is curative rather than preventive."

Daniel R. Grant, the political scientist who has written so much about the Nashville-Davidson County consolidation movement, made this observation in his Case Study. He went on:

"Metropolitan growth brings conditions similar in many respects to a disease which can be prevented with comparative ease if properly anticipated, or easily arrested if properly diagnosed and treated in the early stages."

"Almost without exception, however, the town fathers either do not recognize the symptoms in the early stages or do not become seriously concerned about them until it is too late for simple or easy measures. An effective remedy then becomes exceedingly difficult, if not impossible, to achieve."

Professor Grant's observations were written as he analyzed the Nashville-Davidson problems in Tennessee.

But he could have been writing about the City of Jacksonville and the County of Duval, in Florida. I leave to your judgment whether he might also have been writing about Charlotte and Mecklenburg County, in North Carolina.

I cite the Grant comments on Nashville to suggest that there are certain common characteristics to metropolitan area problems, and, unfortunately, there also are certain common characteristics among many of those who might solve some of those problems, but don't, or who don't even observe that certain problems are present.

Some of these patterns will become apparent this morning as we discuss Richard Martin's book: "Consolidation: Jacksonville-Duval County." The subtitle is: "The Dynamics of Urban Political Reform." (Convention Press, Jacksonville, Florida, 1968)

If the problems of Jacksonville and Duval may, as Professor Grant's statement suggests, be likened unto a disease curable with early diagnosis and treatment, then we can only conclude that in the Jacksonville-Duval case the disease was so long unrecognized, so long untreated that the patient was near unto death when treatment finally did begin, and about the only possible cure was radical---even risky---surgery.

Jacksonville, a port city of the St. Johns River on Florida's northeastern coast, once had ambitions of being "the natural trade outlet of the state." In 1868, when something approaching normal community life was resumed after the Civil War, Jacksonville leaders had the idea of forming an area or regional Board of Trade to promote not only their city but, also, northeastern Florida. There were inter-city visits, festivals and parades, and for a while things looked good. But internal political differences in Jacksonville, left-over war sentiments and other problems doomed the idea of a regional unit with Jacksonville as its center, and by 1874 the regional Board of Trade was pretty well dead.

It was a city which boasted of its ability to attract 75,000 to 100,000 tourists in season, but it never managed to organize itself well enough to provide first-rate wharf facilities for tourist-bringing ships. It was a city whose very livelihood, for a while at least,depended upon the beauty of its "rose leaf and butterfly season," but it never managed to stop dumping raw sewage into the beautiful St. Johns, nor did it build adequate sidewalks, street lights, roads or water systems to undergird normal growth.

Not until 1878 did the City Council try to sell a modest $250,000 worth of sewer bonds for projects which would have cleaned up half a century's accumulated filth. Even then, not until William Astor, the New York financier and a regular winter visitor, put up $5,000 of his money toward those bonds did anything get started.

The real blow came in 1883, however. In mid-March, a feverish sailor off a New Orleans ship spent a few evenings in a Jacksonville tenement. He had smallpox, and, before long, so did several of his friends. This epidemic was followed by an attack of yellow fever in 1888.

Out of this came several things:

There was formed the Citizens' Health Auxiliary, and it was given authority to deal with basic health problems throughout the Jacksonville-Duval area----one of the first steps toward any sort of concerted action not confined by artificial boundaries which, even at the time, had about half of the area's 20,000 citizens inside Jacksonville's limits and about half out.

The Times-Union summed up the governmental structure this way: "We have a mayor, a marshal~~l~~, a health officer, a chief of police, a board of health and assistant health officers, a health committee of the city council, a committee on streets, a chief of the garbage carts and drivers abundant, and yet the city has to rise up like a vigilance committee to protect us from pestilance.

"All this,of course, is highly sensational, but is also cold fact, and we propose to keep it stirred up till something is done, the liquor dealers, their organs, agents and attorneys to the contrary notwithstanding."

Out of these tragedies and these concerns, and out of a new 1885 Florida Constitution, there came a new Jacksonville government. Essentially, it annexed adjacent populated areas, let the people throw the old rascals out (after a Grand Jury investigation, a tactic which was to be repeated up to the 1960's) and also created the impression that things were a lot better.

Jacksonville might have learned, however, that it takes more than a newspaper's promise to keep things stirred up to assure permanent and effective governmental reform. Its citizens also might have learned that not until a substantial element of the business and civic community is deeply aroused is there likely to be substantial reform.

When it was over, the epidemics had sent most of the money-bearing tourists farther south, to the Palm Beach area, and that shifting sand bar at the mouth of the St. Johns River still cut the city off from substantial sea trade. A major central city fire, made in part worse by badly organized fire departments, seemed further to set the city back. Richard Martin calls the years from 1865 to 1901 a half century of lost opportunity.

The governmental reform bug bit again in 1917---and what the people of Jacksonville built for themselves in that year is such a complicated system that it is even hard to describe on paper, let along imagine in day-to-day operation in a modern city of a couple hundred thousand people.

Under the mistaken belief that it would provide a system of checks and balances, the 1917 charter had both a city council, a legislative body, and a city commission, an executive body, or more properly, a group of administrative-type individuals. The nine councilmen and five commissioners were elective officers.

Several boards and commisssions which had grown up over the years for special purposes were abolished or consolidated, but there were those two strange animals - a council and a commission, both presumably in charge, both presumably responsible to the people.

The council was the legislative branch, it made policy. The commissioners were the executives, with each man in charge of specific city departments or functions.

That system lasted, though how no one seems to know why, for the next 50 years--or until the consolidation of Jacksonville and Duval in 1967.

Martin says the system "has frequently been termed unique by political scientists, and no wonder. That charter of 1917 created a "hydra-headed" government. . . intended to produce a model system of checks and balances and to usher in an era of unexcelled good government. In practice ," says Martin, "the system did not work. Over the years there was proliferation of elected and appointed officials and of independent boards. At best it was a confusing, muddled system. At worst, it encouraged its separate entities to work at cross purposes or to collaborate for their own ends to the detriment of the public well-being."

Of course, alongside this complex Jacksonville structure, there developed the traditional county government in Duval, complete with many duplicating and over-lapping functions.

There was a city and county tax collector, a city and county tax assessor, supervisors of registration, civil service boards, police departments, fire departments, engineering departments, attorneys, prison systems, parks and recreation systems, health departments, zoning and planning bodies and others.

Lest we too quickly conclude that Jacksonville and Duval were structurally far worse off than Charlotte and Mecklenburg and that our needs are nowhere near theirs, note the 12 specific functions in that list. Since tax

183

assessing and voter registration have been a county function in recent years here, let's deal with the remaining ten functions for a moment.

We have consolidated the tax collection departments here, though within the last ten years.

We still have:

Two civil service boards.

Two police departments (and a sheriff's department), not to mention special, local ABC law enforcement agents, and police departments in five smaller municipalities.

Not two, but more than 15 fire departments, since, in addition to the city department, there are many volunteer departments throughout Mecklenburg.

We have two engineering departments.

We have two attorneys. (Not to mention a third for the school board, a fourth for the Redevelopment Commission, a fifth for the Charlotte Police Department, and so on.)

We have two park and recreation commissions.

We don't have two parallel prison departments because of the differences in the state structure, but there won't be a single place to get locked up here until the new jail is finished.

We have a single health department, but the city taxpayers are still paying, separately, for the Rankin Health building bonds, and the city is still making separate budget contributions, though they are scheduled to end.

We have only one zoning or planning commission, but the final authority rest not with a single planning commission, but two bodies, the city council and the county commissioners. And even in this consolidated arrangement, if your property is in the city's legally defined perimeter area, the final authority is not the county commissioners in whose election you may have a voice, but the city councilmen for whom perimeter area residents may not vote. There are five municipalities, in addition to Charlotte, and they have zoning powers, too.

I did not mean to digress so far from the Jacksonville-Duval story, for it is one from which I believe we can learn much. But I also believe if we are to benefit most from such studies, we will do so by often drawing as many specific parallels as possible to our own situation.

There were reform movements in the early 20's and in the early 30's, predictable ones in view of the strange structure of the government Jacksonville residents had adopted for themselves in 1917. Scandal in government seems to give impetus to Jacksonville's reforms, or efforts at reform. In 1931 the Grand Jury returned 75 indictments against everybody from school board members to the justices of the peace. That investigation had been set off by indignant businessmen who were shouted down by a packed council crowd when they took an ordinary request to City Hall one day.

The Grand Jury even found that the schools had spent $70,000 for termite control, a sum of money one angry citizen said had been spent "killing termites that could have been killed with a 10-cent can of insect killer and a dime sprayer."

Out of these concerns,there did come a constitutional amendment making city-county consolidation possible for Jacksonville-Duval. But, despite the fact that that same angry citizen thought the termite killer would have been better used if "shot on some of our politicians," the impetus for local reform dwindled and little, save some annexation, came of it.

Jacksonville, despite its governmental problems, grew tremendously. By 1950, it had 204,000 people. In 1951, its budget was $26 million, its debt also $26 million. A decade later, its budget was $71 million, its debt $100 million. There were a new county courthouse, a new high-rise city hall, waterfront parking and millions invested in private development downtown.

But government was still inefficient, unresponsible. And Richard Martin believes one of the major problems lay in the fact that "except for annual reviews of the school board budget by the county budget commission, the schools were outside the mainstream of local government." They weren't, incidentally, outside politics, as many stories of political pressures on teachers indicated.

In 1959, school disaccreditation was threatened, and the city fire marshal threatened to close some old buildings as hazards. Bond issues followed, but county commissioners, wedded to a property evaluation system that was putting most property on the books at a third and letting homestead exemptions added to that keep more than half the smaller properties off the tax rolls, did not respond. The Southern Association of Colleges and Schools struck Jacksonville from its approved list in 1964, and that set the town on its ear.

Statistics told another story. In 1950, Jacksonville's 204,000 citizens had $116 per person spent for government. In 1965, there were only 198,000 Jacksonville citizens. and government was costing them $479 apiece, an increase of 300 per cent.

Martin describes some of the Jacksonville scene in the 50's and, here again, it has a familiar ring: "A kind of provincialism had characterized Jacksonville and accounted for much of its charm before and shortly after World War II. But the provincialism began to give way in the 1950's and 1960's to a metropolitan and sophisticated atmosphere. New modes of thought and action were evolving which would have been rejected by the community 20 or even 10 years earlier. The source of much of this underlying change was the many newcomers to the city and suburbs. Coming from all parts of the nation, these people soon became leaders in some of the most aggressive and forward-looking community organizations. They began to force a change in political patterns and political power both by their numbers and by their lack of commitment to established traditions. They were both the cause and the effect of progress, the root of community problems and the means with which to solve them." Jacksonville people had annexed only nine times since they founded their city in 1832. The last time was in 1937, and it was within that 1937 boundary that the population passed 200,000 in the late 1940's. But there were another 200,000 people in the suburbs, outside the city, and by 1965, with schools in trouble and city population declining, something had to be done.

The concerns had started earlier, with an annexation study by the Chamber of Commerce in 1959. By 1962, leaders described their city as one which had to provide services for an actual metropolitan population of half a million from a tax base resting on fewer than 200,000 city citizens. The degree of population dispersal was illustrated by the fact that of the city's 5,000 employees, more than half lived out in Duval County.

In January, 1963, a major annexation effort failed. In November, 1964, another annexation failed. Both times, city voters said yes, voters in the areas to be annexed (about 130,000 residents and about 66 square miles) said no. But those who worried about these things noted that the total yes vote exceeded the total no vote . The effort lost because separate majorities were required in both areas.

When two annexation efforts failed, civic and business leaders turned their attention to consolidation.

Claude J. Yates, retired president and general manager of Southern Bell----and, interestingly, a resident of Jacksonville for only 12 years--brought business leaders together on January 18, 1965, and again on January 19. There were 23 of them, and they were working against a 5 p.m. deadline, that day, for submission on local legislation requests to the delegation about to leave for Tallahassee. Their statement said:

"We, the undersigned, respectfully request the Duval County delegation of the Florida legislature to prepare an enabling act calling for the citizens of Duval County to vote on the consolidation of government within Duval to secure more efficient and effective government under one governmental body."

The delegation, though some members opposed any idea of consolidation, came back with a study commission bill. And here, it is important to understand that in Florida state representatives and senators seem to involve themselves much more assertively in purely local city and county affairs than do legislators in North Carolina. (I gather the system is more akin to that in South Carolina, where representatives hold a status roughly similar to favored princes and senators have positions in relation to county governments similar to kings.)

The legislators named the 50 members of the study commission, and picked 17 of them to be an executive committee. They specifically agreed that no charter group member would be selected if he held public office or was considered to be a political figure with ambitions in that direction.

Martin says there were some obvious political pay-offs, but in the main it was a good commission, advertising and retail executives, insurance company executives, and many business and professional figures. There were four Negroes and five women among the 50. There also was statutory provision for an advisory group, representatives from 26 named organizations ranging from the bar to units of local government, and specifically representatives of the four smaller municipalities in Duval--Jacksonville Beach, Neptune Beach, Atlantic Beach and Baldwin.

The commission was to organize by October 1, 1965, and report back to the legislative delegation by March 1, 1967--that's 17 months. It was to have $20,000 of its own from private sources first. Forty-four individuals and firms put up that $20,000 quickly, and the commission hired as its executive director Lex Hester, at $1,000 a month.

Hester was 30, had worked for the Wage and House Division of the U.S. Department of Labor, had an MA in public administration from Florida State, and Martin describes him as "brilliant, articulate and thoroughly competent. A master of detail . . . Hester read books about governmental trends and urban problems with the same enthusiam other people devoted to best-selling fiction." He saw his appointment as the challange of a lifetime.

The commission settled down to dividing itself into specialized task forces, into holding hearings, and to listening to the predictable opposition to consolidation from the small towns and from those who had vested interests in the old system--primarily elected officials or thosewhose jobs depended upon those elected officials.

Basically, it took the commission a year to devise its "Blueprint for Improvement." This document, not a charter but a statement of the form of government advocated was published November 23, 1966.

The commission advocated:

A single, county-wide government with 21 council members, each elected from a specific district with 25,000 residents. (There were reapportionment provisions built in.)

A strong mayor, to be paid $35,000 a year to get topnotch men, and with power to appoint all department heads without recourse to the council.

A non-salaried, non-partisan school board with seven member, each elected from districts of 75,000.

Abolishment of many elected offices, including sheriff, tax collector, tax assessor, supervisor of elections and others. These functions would be under department heads appointed by the mayor.

All other local units of government, including the smaller municipalities, were to be abolished.

Reaction varied. The sheriff, who might lose his job, had doubts. Others, a senator, a representative, and so on, liked the ideas. The mayor of Atlantic Beach said he had no more than a superficial acquaintance with the proposals, but it appeared to be "nothing but the building of a super government and I am opposed to super governments." Mayor John Futch of Neptune Beach put in what must by now be the classic comment in such situations: "We in Neptune Beach have gotten along all right so far; I think we can continue to do so."

Paralleling the work of the study commission, there were two other forces at work. One was Television Station WJXT, which investigated wasteful practices in city auto purchases and uses, and then turned its attention to the fact that Jacksonvile's commissioners were spending $1.3 million a year for insurance, an amount equal to the total cost of insurance in the cities of Miami, Tampa, and St. Petersburg. The station's call for a Grand

Jury worked, and the real disclosures followed.

In June and July, 1966, Grand Jury charges of larceny, perjury and conspiracy flew all over local government. By November, the Grand Jury had indicted two of five city commissioners, four of nine city councilmen, the city auditor, and the recreation chief. The tax assessor had resigned. So much was going on that the Florida Times-Union was publishing a daily box score so readers could keep up.

With the summer and fall work of the Grand Jury, with the November "Blueprint for Improvement," there came in December the Citizens for Better Government, an organization dedicated to adoption of the consolidation proposals.

From then to April, 1967, the speakers bureau offered more than 200 speeches to anyone who would listen. Yates of the Manifesto, J.J. Daniel, the commission chairman, and many others were aware of the fact that they had stopped sitting in philosophical contemplation about theories of government and had started running a county-wide political campaign. They ran hard--for consolidation.

The strongest attacks came in assertions that the costs of government would go up (though how anybody would get excited about that in a town that had idly accepted a 300 per cent per capita increase in 15 years wasn't clear), and that the wrong mayor would be really a dictator. There were many sincere opponents, and it would be a mistake to assume that only those who had something to lose, jobs, contracts or what have you, opposed consolidation, or that they did it for ulterior or cynical motives.

The Democratic Executive Committee said no and leading opponent Walter Smith went around making speeches against "Mayor DuJax."

He said the Blueprint was "the worst possible job any group of people could have come up with."

Earlier, the powerful role senators and representatives play in Florida's local governments was noted. The purpose of this campaign--or these campaigns, for and against--was not so much to persuade voters, that was to come later. The object of these efforts from November to March was to persuade Duval's 16-member legislative delegation to introduce the consolidated government bill and to permit the people to vote on it.

Hearings came in late March, 1967, and the actual draft of the proposed bill was finished only hours before the session began. The hearings went on nearly three days, in that fifteenth floor council chamber atop Jacksonville's new city hall. Daniel was there, so was Smith, and so were many others.

Robert Smith, an attorney with offices in Jacksonville but a resident of Atlantic Beach, made a dramatic plea for consolidation: "We are talking about people when you say leave the Beaches out, and when you say leave the Beaches out, you are saying leave me out. I don't want to be left out. I feel I have been left out as long as I have lived here. I'm feeding two governments, but having a voice in only one."

Legislators were not receiving the recommendations of the study commission as accomplished fact; their approach was rather to determine whether it would be a good idea to let Duval County residents vote on that form of consolidation, some other form, or nothing. In April, the badly split legislative delegation went to work on the bill in Tallahassee. Some wanted to offer it just as it came from the commission--strong mayor, a constitutionally doubtful provision to reform the local judicial structure, and all--with the obvious purpose of letting the voters kill it off. Others wanted to go over the proposal item by item, make changes if they felt like it, then see where they were.

That is what the delegation did--from April until June 20 when the bill, heavily amended, was finally introduced. It was not until May 30 that the legislators decided on the date for the referendum, which would be on August 8, only nine weeks away.

There were many votes in that 16-man delegation which carried only by a one-vote majority, and when Governor Kirk signed the bill on June 22, only nine of the 16 members were present, a further sign of legislative division over consolidation.

The final bill was the result of many compromises, the splits often being between senators and representatives, though not always, because just about everyone of them got in his whack at one time or another; these changes were made:

The council would confirm the mayor's appointments of department heads, a weakening of the commission's strong mayor idea.

A specific limit on ad valorem taxes, this one at 36 mills, was included. That became an argument against those who would later say the cost of consolidated government would rise unreasonably.

Residents of three Beach towns and Baldwin were given separate choices of retaining their local governments.

The sheriff, supervisor of elections, tax assessor, and tax collector would be elected, not appointed as the commission suggested.

Pension protection would be written in for concerned city and county employees.

Council pay would be $5,000 a year instead of $3,600.

Six members of the delegation--who got labeled the Black Hats and, at times, the dirty six--still opposed any consolidation idea. One member started talking of a different plan, a sort of consolidation but not quite--it was a plan that would be talked about all spring and until the referendum, but it never really emerged as a full-blown piece of proposed legislation.

During the legislative deliberations, there were many trips from Jacksonville to Tallahassee by opponents and proponents. Legislators said newspapers were misrepresenting them and trying to make them look bad. An attorney, Jim Rinaman, had much to do with the compromises, as liaison man between senators and representatives, and as a legislative staff man. He also had much to do with making quick introduction possible after final compromise, for he had kept careful notes and, while opponents thought it would take weeks to produce the final amended bill, Rinaman and others turned it out, virtually overnight.

With passage of the bill, the campaigns started in earnest--this time directed at the voters of Jacksonville and Duval.

The Citizens for Better Government, largely a speakers bureau since December, was turned into a militant campaign organization. On June 28 the campaign headquarters opened, not with the traditional ribbon cutting, but with a symbolic ribbon-tying ceremony.

Hester, chief of staff for the charter commission, was pretty much through with that job, so he was hired to direct the campaign, one that would involve more than 1,000 workers and put them in touch, either with door-to-door calls or by telephone, with every registered voter, city and county. This was followed by mailings as well.

Despite all the public discussions, the pros's biggest problem was to find enough people at the outset who knew enough about the old and new governments to man headquarters, answer phones and make speeches--including speeches which were really debates in many instances.

There was heavy support from television stations--especially WJXT-TV, the folks who set off the Grand Jury investigations the previous year. And the papers, much of their work under the direction of Richard Martin who was employed specifically for the campaign, were so far into it that they often were accused of manufacturing news.

One slip-up caused some Negro opposition. The two Negro councilwomen wound up in the same district, but legislators moved the lines. Incidentally, instead of 21 council members, all from districts, the legislature had finally approved 19 council members, 14 from districts and five at large.

"Dictatorship" was one bumper sticker used by opponents. Oddly enough, so was Jacksonville's habit of electing crooks to public office: One opponent said, think of what kind of government this strong central organization would be and what damage it could do "if bad people are elected--and Duval County has been notorious for electing bad people for years." But that fellow could talk about the bad people who won public office, he was president of the Duval Young Republican Club and he had lost to a Democrat in a legislative race earlier that year.

Basically, the responsible opposition argument was that centralizing local government, reducing the number of elected officials and creating bigger government would tend to destroy the democratic process and weaken the people's power at the polls. That was the more sincere, well-intentioned opposition's argument.

195

Then there was the group who felt any move toward centralized government smacked of socialism, which to them was the same thing as communism--ergo, consolidation was a communistic plot.

Negroes feared being cut out of representation, but a majority voted yes when the time came, especially after the district line problem avoided conflict between two Negro office holders and especially after the 21-member council was cut to 19. Essentially, Negroes had to choose a situation in which they had two of nine council members or one in which districting would probably get them three of 19 seats, with a possibility of two or three more, later. They generally chose consolidation. A counterpoint to this theme was one which received little attention from Martin in his book, though he mentioned it. Some suburban white voters were for consolidation primarily because they did not want the more than 40 per cent Negro population inside Jacksonville to become a majority and control city government in the statistically predictable future.

Organized labor said no. Competitive bidding on public work would bring in outside firms which would bring with them non-union workers to compete with Jacksonville's good dues-paying union members.

But, to complete the story, we have to move back in time, to the spring elections which had gone on in Jacksonville while the legislators were up in Tallahassee arguing about the consolidation bill. The Grand Jury indictments of the preceeding summer and fall had pretty well discredited city government officials, or most of them. In June, 1967, when the election was over, 15 of the 23 elected office-holders were new people.

The Mayor was Hans Tanzler, a man born in Charlotte, incidentally. But he had grown up in Jacksonville, had an excellent background, a lawyer, and a local judge since 1963. Popular, he was the real Mr. Clean that spring in that dirty town, and he won, first after a battle to defeat Democratic incumbent Louis Ritter, then easily, 27,000 to 8,000 over a Republican.

His problem, and the problem for some voters, was whether, as soon after what looked like a really good guy at last in City Hall, there should be a change in government that would put him and his cohorts out of office--or at least force them all to run again. Elections were getting to be pretty tiring things for Duval voters by then; Florida was redistricting its legislature, and for various reasons, there had been seven elections in Duval in 1967 preceeding the consolidation vote. But Tanzler, after much soul-searching, kicked in for consolidation, and Governor Claude Kirk, new in office and more popular then than later, stepped in with support he had offered earlier.

The Jacksonville Journal said of Tanzler's problem, and the problem of many voters who wanted to give him a chance to run an honest government for a change: "Everything looks real rosy as the new administration prepares for the challenge ahead, confident that it can and will avoid some political pitfalls of the past. We view these changes with the same sense of relief as most Jacksonville residents. But the fact is that no new administration, no matter how gifted or devoted the individuals in office, can hope to operate at an optimum of efficiency while our present city government is structured as it is. We must attack the disease itself...."

And that brings us back to Professor Grant's disease analogy, whence we started, with the question of whether governing officials and others can see ills early enough and diagnose them quickly enough to keep their cities and counties in good health.

On August 8, 1967, 54,493 voters said yes, 29,768 said no. Consolidation won, almost two to one. Voters said no, 42,000 to 40,000, to an independent school board. And in the four smaller towns, a majority said yes to city-county consolidation, but also said they would retain their local governments.

It was agreed,Martin felt, that legislative revision had helped the theoretical plan of the study commission, turning it from an abstraction into a politically viable idea. City voters got a bigger tax base. Suburban voters got a voice in their central city. City and county had promise of better organized---and as a result of the recent scandals, better manned--- governments. There was even promise that parents concerned about schools would have hope, with schools brought back into the mainstream of local government.

These were the positive aspects of a plan which had the compelling advantage of being offered to people tired of crisis government, people rightly and righteously indignant about the bunch of crooks who had held sway too long.

The new government took office March 1, 1968.

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

URBAN ACTION CLEARINGHOUSE

Case Study Number 4

JACKSONVILLE, FLORIDA, MERGES CITY AND COUNTY GOVERNMENTS

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY
Chamber of Commerce of
the United States of
America
TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."

Chamber of Commerce of the United States
1615 H Street, N.W./Washington, D.C. 20006

CS 205 226

1549

Urban Action Clearinghouse Case Studies

1-9 copies	$1.50 each
10-99 copies	$1.25 each
100 or more copies	$1.00 each

Copyright © 1968 by the Chamber of Commerce of the United States of America
Library of Congress Catalog Number 68-56106

200

OCTOBER 1968

Case Study Number 4

JACKSONVILLE, FLORIDA, MERGES CITY AND COUNTY GOVERNMENTS

PROGRAM:

Consolidation of the governments of Duval County and the City of Jacksonville, Florida into one new governmental body known as the City of Jacksonville.

ORIGIN:

The Jacksonville area grew from 40,000 population to more than 500,000 population between 1900 and 1965. During the same period significant change in Jacksonville City government structure occurred only once – in 1917 – and no significant land had been added to the city limits in 40 years.

Population and needs changed; structure of government did not. By the 1960's a full-blown crisis of unsolved public problems had developed. Instead of palliatives or partial measures – which might have sufficed in less critical times – a complete overhaul of local government was called for. Specific consolidation action began January 19, 1965 when 22 leading citizens signed a Manifesto for Consolidated Government.

OBJECTIVES:

The basic objective of the modernization effort was to equip local government in Jacksonville-Duval County to solve the public problems of its metropolitan area. The method chosen was total consolidation of the two governments into a new chartered city government.

RESULTS:

1. Voters of Duval County and Jacksonville approved a new charter for a combined government in an election on August 8, 1967. The old county government is being dissolved and will be replaced by a totally-new City of Jacksonville.

2. In December, 1967 a new slate of officials was elected to hold 34 elective offices in the combined government, changing almost completely the incumbents in 67 elective offices under the old form.

3. These new officers were sworn in March 1, 1968 to begin preparing for the new government form and to provide a transition from the old administration.

4. On October 1, 1968 the new City of Jacksonville became operational as a more streamlined, effective and responsive government.

5. Operating results remain to be seen, but the aggressiveness and care with which the government was established foretell important new capacity to serve the electorate.

PROGRAM DEVELOPMENT:

Origin

The origin of the Jacksonville effort goes back to the Constitution of the State of Florida, which grants limited powers of home rule to cities and none to county governments. Biennial sessions of the state legislature devote much of their time to local bills aimed at solving local needs. This long-distance and infrequent process, which was the source of many of metropolitan Jacksonville's failures to restructure its government, is representative of an unfortunate number of our states.

In 1934 the first tangible effort was made toward consolidating city and county governments, when a constitutional amendment applying only to Duval County was approved. It authorized the Legislature to create a countywide City of Jacksonville to replace parts or all of the existing governments in the county.

Coupled with this rigidity and lack of local control, fast-rising problems defied local efforts. Counties have no power to pass ordinances of any sort, and they are limited almost solely to *ad valorem* taxes as a revenue source. Cities fare somewhat better, but annexation is permitted only when residents of the area to be annexed approve (which is almost never). There was no governmental means to plan for area-wide progress and to solve problems that increasingly called for area-wide solutions. Multiple elected officials confused the voter, who in some districts of Duval County had to choose between 67 different elective officials on election day. Equally damaging, the numerous elective offices so diffused the responsibility for action that most citizens did not know where to turn when they had a problem.

Thus, as the population of the Jacksonville area (Duval County) grew by 400,000 persons in 40 years, the City of Jacksonville expanded its area less than four square miles. Inevitably, the growth occurred in the county – outside the controls, the services and the tax jurisdiction of the city government. (See Exhibit A.)

The list of problems resulting from this imbalance reads like the list to be found in most American metropolitan areas: inability to secure adequate funds, increasing crime rate, blight and traffic congestion in the central city; ballooning suburban areas without adequate planning, sewage systems or sharing in the costs of maintaining the county's economic base – Jacksonville. (See Exhibit B.) The divided, ineffective government tended to spawn a low-grade, petty corruption which persisted over the years

201

and became equated in the minds of most citizens with the specific problems themselves.

Early Chamber Actions

In 1962 the Chamber of Commerce led an effort to involve a cross section of community leadership in tackling the most important community problems. More than 500 persons in Duval County joined in identifying problems, examining possible solutions and setting priorities for action.

Seven of the first eight priority actions called for improvement of, or outright overhaul of, one or more governmental agencies. They include improvement of the education system, coordination of the sewer and drainage plan for the county, establishment of staff for the county planning board, annexation of new areas to the City of Jacksonville, establishment of a county port authority and reaching of a compromise between the deadlocked county government and the county expressway authority.

Some of these priority aims met success. But annexation was rejected by the voters within a few months. Problems persisted. Tax costs climbed even more steeply. News media, which had mounted individual (and frequently condemned) campaigns to lay bare the facts on one or another shortcoming of government, picked up the pace of their efforts. Public dissatisfaction with the performance of government began to develop into pressure for major reforms.

Many leaders had watched with interest the reports from Tennessee of the Nashville-Davidson County government consolidation which was voted in 1962 and went into operation in 1963. Early results seemed promising. When annexation was again voted down in 1964, it became clear that bold action was the hope of Jacksonville.

The president of the Jacksonville Area Chamber of Commerce asked 22 of the most influential leaders of Duval County to meet with him to discuss the serious situation. At this meeting on January 19, 1965 the men resolved to take action. (See Exhibit C.) On the back of a page from the Chamber's Program of Work they wrote out by hand the following statement of purpose, which all signed:

> "We the undersigned respectfully request the Duval County Delegation to the Florida Legislature to prepare an enabling act calling for the citizens of Duval County to vote on the consolidation of government within Duval to secure more efficient and effective government under one governmental body. Signed January 19, 1965."

The die was cast.

PROGRAM OPERATION:

The Campaign Is Launched

The manifesto signed in January went to the 15 members of the Duval County Delegation, accompanied by urging of its signatories for action at the April, 1965 term of the Legislature. A bill to create the "Local Government Study Commission of Duval County" was introduced and enacted into law. (Text of enabling act appears in Exhibit D.)

The Commission was charged with the duty of studying "... all governmental units and bodies ... to determine the need, if any, for the consolidation, separation, addition, removal, or other revision of the aforementioned local governmental structures ... and to draft a plan or plans for the solution of any problem disclosed as a result of such research and study ... and to submit such plan or plans to the members of the Florida Legislature from Duval County."

The Commission membership consisted of 50 leading citizens. In addition an Advisory Committee composed of representatives of 16 local organizations and 10 governmental units was created to assist the Commission.

The Duval Act required the Study Commission to raise $20,000 from concerned citizens before it received matching amounts from both the city and county governments. This gave the Commission a total of $60,000 with which to conduct its program.

The first decision to be made was whether to call in professional consultants or to undertake to use the talents of the Study Commission membership and do the study themselves. Since it was felt that the greatest advantage was to be derived from meaningful citizen involvement, the Commission members decided to handle the job themselves.

Study Commission Organized

The Commission was officially organized in October, 1965, and the $20,000 required to be raised from private sources was quickly subscribed by business firms. A competent full-time staff was employed, an office was rented and the study began. (Roster of the Commission, Advisory Committee and staff is included in Exhibit E.)

The Commission divided itself into six task forces, each composed of 10-15 members assigned to special areas of governmental responsibility for study and recommendations. (Areas of study for the task forces are displayed in Exhibit F.)

If more stimulant for aggressive action were needed in Jacksonville, it came in a one-two punch of events in 1965 and 1966. First, all public high schools in Duval County were disaccredited, and then the grand jury returned indictments against 10 local officials for their actions. The mood of desire for change intensified; the question was only what kind of change.

Task Forces Develop Plan

Task Forces interviewed officials and studied departmental procedures to gain background information. In addition, all task forces met together at intervals to hear speakers from other areas who had tried various types of governmental modernization. These meetings included representatives from Tampa, Atlanta, Baton Rouge, Miami and Nashville.

202

Public hearings were conducted by the Commission, in an effort to give all local citizens an opportunity to voice their complaints and air their individual views on what they felt the structure of government should be to best achieve progress. During the course of events, an overall plan evolved, directed by a steering committee of 20 members – the chairman and one or two members from each task force.

As conclusions were reached in various areas, it became apparent that outright consolidation of the city and county was the best course to follow. Major recommendations were first made public in November, 1966; and the printed report, "Blueprint for Improvement," was released in January, 1967.

The "Blueprint" recommended a single, county-wide government, with a strong mayor and a 21-man council. It was a businessman's kind of government – that is, designed along corporate lines in order to make possible the greatest possible efficiency with the least possible cost.

(Exhibit G contains charts of the existing city and county governments. Exhibit H is a comparative table of existing and proposed governments. Exhibit I is a chart of the proposed consolidated government.)

Shortly after the Study Commission plan was released, Chairman Daniel declared:

> "The people of Jacksonville and Duval County cannot be told what to do regarding their government. But it is our hope that the people will accept our consolidation proposals in the spirit that we have submitted them. That spirit is one of complete dedication to the community and faith in its ability to work harmoniously toward solutions of problems common to us all, and in which all of us have invested some part of our lives and fortunes."

Daniel stressed that the Study Commission proposals had but one objective: to make it possible for local government to do the things required and expected of it. He observed: "It is not enough for the people to desire that problems be solved. Government must be able to translate their wishes into action. And I do not believe existing governmental structures in Jacksonville and Duval County make this possible."

This was the challenge handed on by the Study Commission to the people of Jacksonville-Duval County early in 1967.

Leaders Modify the Plan to Sell It

The challenge was accepted, promptly and vigorously, by those who opposed, as well as those who supported.

Two stages were yet required in order to put a plan into operation. First, the Commission was required by its enabling statute to report its findings to the Legislative Delegation so that final work could be done on a proposed charter in the Legislature itself.

Then it would be necessary to secure majority approval by voters in the city and the county for the consolidation plan.

With the final report in print, the recommended consolidation was presented to the Legislative Delegation which was then in session at the State Capitol. (Local governments in Florida have severely limited powers to act on their own.) Duval County's Delegation held repeated hearings on the proposal, with many Duval Countians in attendance. Members of the Study Commission were constantly on hand in Tallahassee to answer questions and make salient points along the way.

Leaders had decided earlier to seek action under provisions of a 1934 amendment to the Florida constitution which specifically authorized Duval County to have a county-wide government, even though the Legislature – and not local citizens alone – was required to approve such action. (See Exhibit J.)

After several months of discussion and compromise, a new charter was hammered out to be voted upon by Duval citizens. One of the provisions of the ensuing referendum was that residents of four of the five municipalities in the county could vote to be included or excluded from the consolidation – and, at the same time, vote for or against it for the county as a whole.

As soon as the Study Commission released its report – and while the Duval County Legislative Delegation was conducting its meetings in Tallahassee – a group of volunteers emerged to explain the recommended consolidation to the local citizenry. This group – known as the Citizens for Better Government Committee – was composed of members of the then-dissolved Commission and other community leaders. Almost $40,000 was raised to finance an active campaign, and a speakers bureau was organized to spread the word. Using color slides and scripts, the bureau reached over 300 local groups representative of the entire community with the consolidation story.

The money raised for the campaign went toward a campaign staff, billboards, posters, bumper stickers, pins, etc.

Opponents of consolidation won concessions in the final charter, but those concessions did not deter a vigorous opposition campaign. In retrospect, the opposition may have benefited the cause, for it escalated the contest to a point that no citizen could ignore the issue before him.

On August 8, 1967 voters said "Yes" to consolidation by a margin of 54,493 to 29,768. The Beaches and Baldwin exercised their right to keep their communities out of the consolidated government, but they nevertheless supported establishing the new body for the county.

In place of the old city council, city commission and county commission forms of government, the new government that activated officially on October 1, 1968 brings with it a strong mayor form of government; a 19-man city council – 14 by district and five at-large (Negroes make up 20 percent of the population and constitute 21 percent of the city council); a consolidated county-wide police force

203

under the direction of an elected sheriff; a 7-member, non-partisan, non-paid elective school board; a consolidated, elected civil service board. In addition, the new charter will bring tax millage ceilings, with assurances that the new government will not charge for urban services until they are actually delivered.

(A chart of the complete new government structure appears in Exhibit K, and charter sections dealing with "general service" and "urban service" areas appear in Exhibit L.)

Key Factors in Success

The Jacksonville area had visible and costly unsolved urban problems. High taxes, citizen frustration at "fighting city hall," school disaccreditation and grand jury indictments of public officials were additional potent stimulants for change. Jacksonville had ammunition for action. Some observers state that without the scandals, Jacksonville's consolidation might not have been achieved.

Leadership made it possible to avoid *reacting* in a "throw the rascals out" mood or by taking the first convenient course to remove the symptoms of trouble. Instead, when the first 22 men signed the "Manifesto for Consolidated Government," they committed themselves to a course of difficult, pioneering action aimed at achieving government that could help instead of hinder action to remove the root causes of the visible urban problems in Jacksonville. Their determination and resources transformed a serious, long-term problem situation into a totally new environment in which progress can come more logically and easily for the whole area.

A third factor, related to leadership, was the deep involvement of many people in work to improve Jacksonville-Duval County conditions. The area-wide organization of 1962 to examine problems brought hundreds of people together in a broad-scale look at needs. The Study Commission contained broad representation. When the Commission decided against hiring a consultant to examine the governmental units and, instead, organized a local citizen study, it carried the involvement further. The avenues of communication opened up by this thrust were important in building awareness, understanding and commitment among citizens.

A fourth important factor was the massive contribution by news media. Over the years – extending back to the end of World War II at least – news media made known the infirmities and the high costs of Jacksonville government. For example, the costs of duplicating services – such as tax collecting – between the city and county was frequently displayed. Losses from lack of low-bidder buying, etc. made news and editorial comment. The individual, uncoordinated efforts became a crescendo. Coupled with strong leadership and a determined effort to give citizens a part in decisions, the education effort by newspaper, radio and television became the heavy artillery of the campaign.

A fifth factor was willingness of the leadership to face political realities *before* the public vote rather than afterward. Proposals of the Study Commission were altered measurably before they emerged as the charter proposal of the Legislative Delegation. There can be no question that the changes weakened the drive for "ideal" government; many more than an "ideal" number of elective offices remained, for instance. However, leaders had the courage to accept a gigantic step *toward* the ideal, rather than demanding no compromise at all with their idealized plan for government. As a result, Jacksonville today has a competent consolidated government, rather than a possibly rejected *plan* for government.

Transferability

Jacksonville illustrates the classic model of exercising leadership. The factors identified above may well be essential factors in any urban area if successful governmental modernization is to result. In any effort, members of the broad leadership group must find effective ways to communicate with their own constituents and with the general public. Otherwise the net effect of leader action may be limited victory or outright defeat.

Key Contacts for Additional Information:

Mr. Ernest Currie, Director
Metropolitan Affairs
Jacksonville Area Chamber of Commerce
P. O. Drawer 329
Jacksonville, Florida 32201
AC 904/353-6161

Mr. L. A. Hester
City of Jacksonville
220 East Bay Street
Jacksonville, Florida 32202
AC904/355-0411 ext. 504

Mr. Frank W. Mueller
Manager, State Chamber Department
Director, Field Activities
Modernization of State and Local
Government Program
Chamber of Commerce of the United States
1615 H Street, N.W.
Washington, D.C. 20006
AC 202/659-6070

Mr. Ivan C. Elmer, Director
Urban Action Clearinghouse
Chamber of Commerce of the United States
1615 H Street, N.W.
Washington, D.C. 20006
AC 202/659-6177

Reports and Documentation Available:

"Consolidation: Jacksonville-Duval County. The Dynamics of Urban Political Reform", Crawford Publishing Company, 2111 North Liberty Street, Jacksonville, Florida ($7.50 per copy).

"Blueprint for Improvement" published by the Local Government Study Commission of Duval County, 1966, City of Jacksonville, Jacksonville, Florida.

204

EXHIBIT A

POPULATION

Population growth is a major contributor to local governmental problems. We have literally outgrown both the City and County governments. We have outgrown the City Government geographically and outgrown the County Government in its ability to meet the needs of a modern, expanding urban community. The following tables geographically illustrate our growth and where it

POPULATION GROWTH IN JACKSONVILLE AND DUVAL COUNTY 1900-1960*

Period	Duval County	Jacksonville	County outside of City
1900	39,733	28,429	11,304
1910	75,163	57,699	17,464
1920	113,540	91,558	21,982
1930	155,503	129,549	25,954
1940	210,143	173,065	37,078
1950	304,029	204,517	99,512
1960	455,411	201,030	254,381
1965 (est'd)	525,000	198,000	327,000

Percent Increase Each Decade

Period	Duval County	Jacksonville	County outside of City
1900-1910	89.2	103.0	54.5
1910-1920	51.1	58.7	25.9
1920-1930	37.0	41.5	18.1
1930-1940	35.1	33.6	42.9
1940-1950	44.7	18.2	168.4
1950-1960	49.8	—1.7	155.6

* — Source—Jacksonville Chamber of Commerce
U. S. Bureau of Census

POPULATION DISTRIBUTION DUVAL COUNTY 1940-1960*

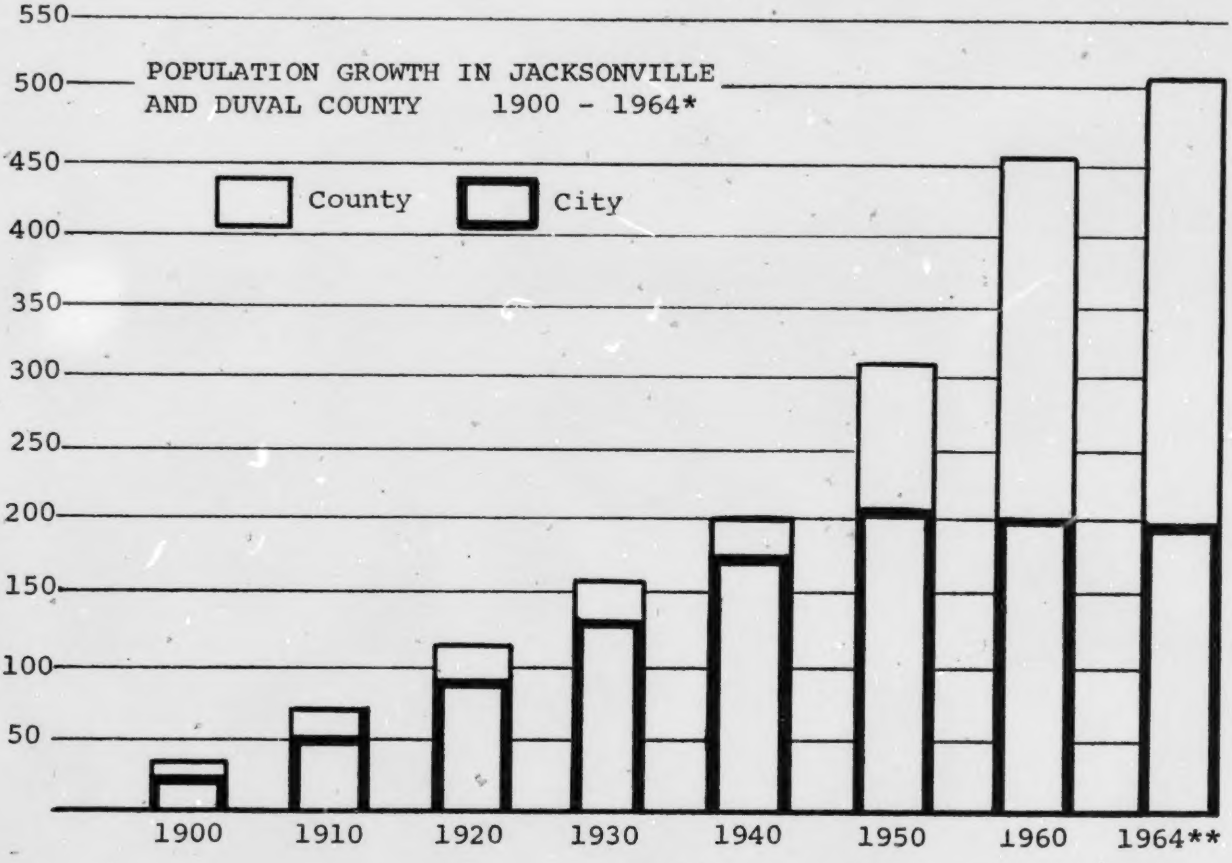
	1940		1950		1960	
	Pop.	% Dist.	Pop.	% Dist.	Pop.	% Dist.
Duval County	210,143	100.0%	304,029	100.0%	455,411	100.0%
Jacksonville	173,065	82.4	204,517	67.3	201,030	44.1
Atlantic Beach	468	0.2	1,604	0.5	3,125	0.7
Baldwin	1,002	0.5	1,048	0.3	1,272	0.3
Jacksonville Beach	3,566	1.7	6,430	2.1	12,049	2.7
Neptune Beach	1,363	0.6	1,767	0.6	2,868	0.6
Oceanway					1,271	0.3
Remainder of Co.	30,679	14.6	88,663	29.2	233,796	51.3

*—Source: U. S. Bureau of Census
First Research Corporation

POPULATION ESTIMATES AND PROJECTIONS — DUVAL COUNTY 1965-1980ᵅ

					Population Change 1965-1980	
	1965*	1970**	1975**	1980**	Absolute	%
Duval County	535,400	645,000	765,000	885,000	349,000	65.3
Jacksonville	200,000	203,800	207,000	211,000	11,000	5.5

α Source: First Research Corporation
* — Estimate
** — Projection



* - Source: Bureau of the Census
**(estimated) Jacksonville-Duval Area Planning Board

EXHIBIT B

AT A GLANCE

THE PROBLEMS (General)

1. Rapid population growth.
2. Arbitrary lines of governmental jurisdictional authority unrelated to total community needs, resulting in:
    a) Tax imbalances brought about by disproportionate sharing of tax burden
    b) Voter disenfranchisement
3. Complexity of governmental structure making electorate's ability to pinpoint responsibility almost impossible, resulting in an apathetic electorate.
4. Governmental structure without the legal capabilities to meet the needs of the community.
5. Lack of adequate urban services in densely populated areas.
6. Inefficient and costly duplication of services.
7. Inadequate planning for present and future needs.
8. Rising taxes.

THE PROBLEMS (Specific)

1. Disaccredited schools.
2. High degree of water and air pollution.
3. High crime rate.
4. High degree of property deterioration (slums) inside Jacksonville corporate limits.
5. Emerging poor land use patterns, e.g. inadequate planning and zoning.
6. High comparative costs with other areas for providing governmental services.
7. Lack of public confidence in local government (Grand Jury findings, etc.).
8. Low voter registration.
9. Slowdown of area economic growth.
10. Traffic congestion—lack of adequate streets, highways, parking and mass transit.
11. Comparatively low wage earners' scale: high incidence of unskilled labor force.
12. Inadequate sewer facilities—countywide.
13. Inadequate water facilities outside municipal corporate limits.
14. Inadequate fire protection outside municipal corporate limits.
15. Incomplete sanitation services for garbage collection and disposal outside municipal corporate limits.
16. Continued unaccounted for variations in ad valorem tax roll assessments.
17. Inadequate prison facilities and probation and parole procedures.
18. Inadequate and wasteful governmental purchasing procedures.
19. Lack of library service outside Jacksonville city limits.
20. Racial unrest.

ad infinitium

THE NEEDS

1. A governmental structure that is responsive to the needs of the TOTAL local citizenry.
2. A structure which is easily understood by the citizenry and which encourages citizen interest and participation in the local government process.
3. A structure which simplifies the pinpointing of responsibility by the electorate thus increasing the value and effectiveness of the citizen's vote.
4. A government that can provide necessary governmental services at a minimum burden to its taxpayers, e.g. a streamlined administrative structure with emphasis on economy and efficiency.
5. A structure with built-in capabilities and flexibility to plan for and meet the needs of the present and future.

206

6. Elimination of costly, inefficient, overlapping, duplicated functions.

THE SOLUTION
(In Brief)

1. Eliminate existing outmoded, inadequate governmental structures, both city and county.
2. Create a new single countywide local government based on a check and balance "Mayor-Council" governmental structure.
3. Provide a structure with the legal capabilities and flexibility to meet LOCAL needs with a minimum of outside interference.
4. Provide a structure that allows easy electorate pinpointing of responsibility, thus leading to greater citizenry understanding and participation.
5. Provide high quality general governmental services countywide: police protection—fire protection—streets & highway-planning—traffic control — zoning — recreation and parks — library service — building codes, etc.
6. Provide adequate urban governmental services in densely populated areas: sewers — water—street lights—paved curb and gutter —street drainage—refuse collection and disposal—sidewalks, etc.
7. Work towards reduction of ad valorem taxes through efficiency, economy, new revenue sources and elimination of tax inequities.

IMPORTANT ASSURANCES

1. The entire plan will be submitted to a countywide electorate referendum.
2. No one will pay taxes for services until they receive them.
3. Every area of the county will have equal representation, based on population.
4. All existing public employees' job tenure and pension rights will be safeguarded.

207

EXHIBIT C

We the undersigned respectfully request the Duval County Delegation to the Florida Legislature to prepare an enabling act calling for the citizens of Duval County to vote on the consolidation of government within Duval to secure more efficient and effective government under one governmental body.

Signed January 19, 1965

Glenn Manlove Jr
Roger L. Main
W. O. Johnson
Chas. W. Griffin
Edward Ball
C. S. Whittaker
Luke Sadler
George W. Hills.
M. Fincannon
Jacob F. Bryan VII
James R. Stockton SR.
J. T. Lane
Maxwell C. Snyder
Harold Mcguchum
Joseph W. Davin
J. Baker
Richard Harman
Harry M. Weinstein
Stephen Jack Guernsey
Yates

EXHIBIT D

APPENDIX C

LOCAL GOVERNMENT STUDY COMMISSION BILL

SB 1502

A bill to be entitled

An act to establish a local government study commission in Duval County, Florida, to study the structures, functions and operations of all governmental units and bodies located within the said county, including the county government, municipal governments, public bodies corporate, and all offices, agencies, commissions, boards, authorities and other subdivisions thereof; to determine the need, if any, for consolidation, separation, addition, removal or other revision of such structures, functions and operations; to determine whether tax savings can be made and whether efficiency can be gained through such revision of such local governmental structures, functions and operations; to provide that said commission may draft a plan or plans for any solution of problems disclosed as a result of such study and submit the same to the members of the Florida legislature from Duval County; to designate the members of such commission and to provide a method of filling vacancies; to provide for the organizations and term of such commission, prescribing its duties and powers; to provide for appropriations from Duval County and the City of Jacksonville for the payment of the cost of operation of such commission; providing an effective date.

Be It Enacted by the Legislature of the State of Florida:

Section 1. There is hereby created in Duval County a commission to study the structures, functions and operations of all governmental units and bodies located within the said county, including the county government, the municipal governments, public bodies corporate, and all offices, agencies, commissions, boards, authorities and other subdivisions thereof. Such commission shall be known as the "local government study commission of Duval county," and shall be hereinafter referred to as the commission.

Section 2. The commission shall conduct research and study to determine the need, if any, for the consolidation, separation, addition, removal, or other revision of the aforementioned local governmental structures, functions and operations, and to determine whether tax savings can be made and whether efficiency can be gained through revision of such structures, functions and operations.

Section 3. It shall be the further function and duty of the commission to draft a plan or plans for the solution of any problem disclosed as a result of such research and study, which it deems to be feasible, desirable and economical, and to submit such plan or plans to the members of the Florida legislature from Duval county.

Section 4. The commission shall be composed of the following named fifty (50) citizens of Duval County, of whom the first seventeen (17) named shall constitute the executive committee. The actual work of the commission shall be done at the direction of the executive committee under rules adopted and approved by the commission:

Executive Committee

1. James B. Lumpkins, Chairman
2. Guy W. Botts
3. Jacob F. Bryan, III
4. Edward R. Burr
5. Kenneth A. Friedman
6. Walt H. Freeman
7. W. E. Grissett
8. Wayne K. Hazen
9. Mrs. Joyce B. Jeffreys
10. Prime F. Osborne
11. Gert H. W. Schmidt
12. Dr. J. Irving E. Scott
13. Dr. Robert H. Spiro
14. M. E. Sweet
15. Mrs. Robert F. Travis
16. Brad Tredinnick
17. Claude J. Yates

Additional members of committee

18. Hugh Abernethy
19. C. A. Alexander
20. William O. Birchfield, Jr.
21. Aaron Block
22. A. Sidney Broward
23. Mrs. Richard C. Crabb, Jr.
24. J. J. Daniel
25. Don E. Davidson
26. Aaron Davis
27. Don Davis
28. Charles G. Dedmon
29. Van Fletcher, Sr.
30. Theodore Flynn
31. Nelson M. Harris, Jr.
32. Howard Hill
33. William K. Jackson
34. Earl M. Johnson

35. Mrs. Lucille Johnson
36. Dr. Harlan Johnston
37. George D. Lesesne, Jr.
38. Robert D. Davis
39. Jack W. Lucas
40. Franklin Reinstine, Jr.
41. James C. Rinaman, Jr.
42. Franklin G. Russell
43. Dr. W. W. Schell, Jr.
44. Mrs. Isadore Singleton
45. Ivan H. Smith
46. Charles D. Towers, Jr.
47. W. A. Verlander
48. Carolyn Vernier
49. Charles Webb
50. George H. Weiland

In the event a vacancy occurs in the membership of the commission, whether caused by death, resignation or otherwise, such vacancy shall be filled for the unexpired term, and the governor of Florida may appoint the successor to such vacancy. The commission shall appoint an advisory committee composed of representatives of the following organizations and of such other persons as the committee shall deem appropriate:

1. Jacksonville Bar Association
2. Jacksonville Area Chamber of Commerce
3. Duval County Medical Society
4. League of Women Voters
5. Jacksonville Ministerial Alliance
6. Junior Chamber of Commerce
7. Junior League of Jacksonville, Inc.
8. Federation of Womens Clubs
9. Jacksonville Board of Realtors
10. Urban League
11. NAACP
12. Civic Round Table
13. Duval County Taxpayers Association
14. Garden Club of Jacksonville
15. Trade Unions
16. Industrial Unions
17. Jacksonville City Council
18. Jacksonville City Commission
19. Duval County Commission
20. Duval Delegation
21. Duval County Employees
22. Jacksonville City Employees
23. City of Atlantic Beach
24. City of Neptune Beach
25. City of Jacksonville Beach
26. City of Baldwin
27. Such other organizations as the commission may determine.

The advisory committee or sub-committees thereof shall, upon request of the commission, advise and consult with the commission on various aspects of the plan or plans formulated by the commission.

Section 5. The commission as hereinabove constituted shall meet and organize on or before October 1, 1965, and shall elect a chairman from the members of the executive committee. Until such time as a permanent chairman has been elected, Mr. James B. Lumpkins shall serve as temporary chairman of the executive committee. The plan or plans resulting from the commission's research and study shall, when signed by a majority of the commission, be filed with the members of the Florida legislature from Duval County on or before March 1, 1967. The commission shall dissolve and all terms of membership thereon shall terminate on April 1, 1969, or at such earlier date as the commission may by resolution determine that its purpose has been fulfilled. The commission shall provide for the preparation of a reasonable number of copies of its plan or plans for use by all governmental agencies affected thereby and other interested parties.

Section 6. In making its study, the commission is authorized to call upon the state of Florida or any of its agencies or institutions for any aid or assistance which can be rendered it and to call upon the various departments and subdivisions of Duval county and the municipalities therein for assistance. The commission may make such investigations, conduct such hearings, and employ such special, technical, clerical, and legal assistance as may be necessary to assemble the required data and information upon which to base its opinions, to analyze the same, and to draft a plan or plans for the commission. The commission is authorized to enter into contracts with persons or agencies for providing any or all of the data and information required in carrying out the purpose of the commission.

Section 7. It is hereby found, determined and declared that the creation of the commission and the carrying out of its purposes is in all respects for the benefit of the people of Duval county, the city of Jacksonville, Florida, and the other municipalities located in Duval county, and is for a proper purpose, and that the commission will be performing an essential and governmental function in the exercise of the powers conferred upon it by this act. This act, being for the welfare of the citizens of Duval county, the city of Jacksonville, and the other municipalities located in Duval county, shall be liberally construed to effect the purposes thereof.

Section 8. The expenses of said commission shall be borne by Duval county, and the city of Jacksonville and there shall be appropriated out of the funds of said county the sum of twenty thousand dollars ($20,000.00) and out of the funds of said city, the sum of twenty thousand dollars ($20,000.00) for the purpose of carrying out the objects of this act. The aforesaid sums shall be paid over to the commission by said county and city upon the request of the commission, but only after the sum of twenty thousand dollars ($20,000.00) has been received by the commission prior to January 1, 1966, from donors other than said county and city for the purposes set forth in this act. Such funds shall be administered and expended by the commission in furtherance of this act and shall be accounted for in the same manner as other public funds.

Section 9. All laws or parts of law in conflict with this act are hereby repealed.

Section 10. This act shall become effective immediately upon becoming a law.

EXHIBIT E

Local Government Study Commission of Duval County

OFFICERS

J. J. Daniel	Chairman
W. E. Grissett Jr.	Vice-Chairman
Aaron Davis	Treasurer
Earl M. Johnson	Secretary

STAFF

L. A. Hester	Executive Director
Jack H. Chambers	General Counsel
William E. Lyons	Research Associate
Arey White	Research Associate
Edythe K. Price	Secretary
Carolyn A. Stewart	Office-Girl

OFFICE — 927 American Heritage Life Building
Phone 355-3224

COMMISSION MEMBERS

Hugh Abernethy
C. A. Alexander

William O. Birchfield, Jr.
Aaron Block
Guy W. Botts
A. Sidney Broward
Jacob F. Bryan, III
Edwin R. Burr

John Corse
Mrs. R. C. Crabb, Jr.

J. J. Daniel
Don E. Davidson
Aaron Davis
Don Davis

Robert D. Davis**
Charles G. Dedmon*

Van Fletcher, Sr.
Theodore Flynn
Walt H. Freeman
Kenneth A. Friedman

W. E. Grissett, Jr.

Nelson M. Harris, Jr.
Wayne R. Hazen
C. Howard Hill**

William K. Jackson
Mrs. Joyce B. Jeffreys

Earl M. Johnson
Mrs. C. M. Johnson**
Dr. Harlan Johnston

George D. LeSesne, Jr.
Jack W. Lucas
James B. Lumpkins

Prime F. Osborn

Franklin Reinstine
James C. Rinaman
Franklin G. Russell*

Dr. W. W. Schell, Jr.
Gert H. W. Schmidt
Dr. Irving E. Scott**

Mrs. Isadore Singleton
Ivan H. Smith
Dr. Robert H. Spiro
Marion E. Sweet

Mrs. Robert F. Travis
Brad Tredinnick
Charles D. Towers, Jr.

W. Ashley Verlander*
Mrs. Lyle Vernier

Charles Webb**
George H. Weiland

Claude J. Yates

ADVISORY COMMITTEE

Dr. Robert M. Blackburn	Jacksonville Ministerial Alliance
Marvin L. Boos	Jacksonville City Employees
Frank Brownett	Civic Round Table
I. H. Burney, II	Jacksonville Urban League
Clyde C. Cannon	Jacksonville City Council
Jewell A. Davis	Jacksonville Chapter, Florida Institute Certified Public Accountants
George R. Fisher	American Institute of Architects
Dr. John Fisher	Duval County Medical Society
Robert W. Gordon	City of Neptune Beach
Bob Harris*	Duval County Commission
Mrs. E. Ross Harris	Woman's Club of Jacksonville
Mrs. Paul E. Hayes	League of Women Voters
Wilford Lyon	Junior Chamber of Commerce
William H. Milton, Jr.	Duval Teachers Association
James H. Mooney	Jacksonville Area Chamber of Commerce
Justin C. Montgomery	City of Jacksonville Beach
Allen L. Poucher	
Mrs. E. J. Roschuni*	Garden Club of Jacksonville
George W. Simons, Jr.	Duval County Taxpayer's Association
Percy M. Smith	Duval County Employees
Mrs. Robert P. Smith, Jr.	Junior League of Jacksonville
Rep. George B. Stallings, Jr.	Duval Legislative Delegation
Dallas L. Thomas*	Jacksonville City Commission
William Watson, Jr.	Jacksonville Board of Realtors
John Weldon	City of Atlantic Beach
Mrs. C. J. Williams III	Educational Television (Channel 7)
H. L. Williams*	Friends of the Jacksonville Public Library
Nathan H. Wilson	Jacksonville Bar Association

* — Inactive
** — Resigned

EXHIBIT F

APPENDIX D

TASK FORCE MEMBERSHIP AND ASSIGNMENTS

TASK FORCE ONE

Members

James C. Rinaman, Jr., Chairman

John Corse
Mrs. Paul E. Hayes
Mrs. Joyce B. Jeffreys
Jack W. Lucas
Allen L. Poucher
Gert H. W. Schmidt
Ivan H. Smith
Mrs. Robert P. Smith, Jr.
Mrs. Robert F. Travis
George H. Weiland

Area of Study

Airports
Electric Utility
Library Service
Port
Radio Station
Streets and Highways—Drainage
Water and Sewers

TASK FORCE TWO

Members

Dr. Harlan Johnston, Chairman

Dr. Robert M. Blackburn
Jacob F. Bryan III
Edward R. Burr
Don Davis
Dr. John Fisher
Van Fletcher, Sr.
Mrs. E. Ross Harris
Dr. W. W. Schell, Jr.
Dr. Robert H. Spiro
Rep. George B. Stallings, Jr.
Mrs. Lyle Vernier
Mrs. C. J. Williams, III

Area of Study

- Agricultural Agent
- Child Care
  - Juvenile Shelter
  - Parental Homes
- Fire Protection
- Garbage
- Health
- Hospitals
- Recreation
- Schools

TASK FORCE THREE

Members

Kenneth A. Friedman, Chairman

Hugh Abernethy
William O. Birchfield, Jr.
C. A. Alexander
A. Sidney Broward
Frank Brownett
Don E. Davidson
Jewell A. Davis
George R. Fisher
William K. Jackson
George D. Lesesne, Jr.
William H. Milton, Jr.
James Mooney
George W. Simons, Jr.

Area of Study

Building Inspection
Civil Service
Motor Vehicles—Garages
Planning
Property Maintenance
Purchasing
Tax Assessing
Tax Collecting

TASK FORCE FOUR

Members

W. E. Grissett, Jr., Chairman

Aaron Block
Guy W. Botts
Clyde C. Cannon
Mrs. Richard C. Crabb, Jr.
Nelson M. Harris, Jr.
Wayne K. Hazen
Earl M. Johnson
Franklin Reinstine, Jr.
Charles D. Towers, Jr.
William Watson, Jr.

Area of Study

Courts
Law Enforcement
Legal Services
Probation and Parole Office
Public Defender
State's Attorney
Veterans' Office
Weights and Measures

TASK FORCE FIVE

Members

M. E. Sweet, Chairman

Marvin L. Boos
Aaron Davis
Walt H. Freeman
Theodore Flynn
James B. Lumpkins
Wilford Lyon
Prime F. Osborn
Mrs. Isadore Singleton
Percy M. Smith
Brad Tredinnick
Claude J. Yates

Area of Study

Budgeting
Budget Commission
Fund Custody
Finances

TASK FORCE SIX

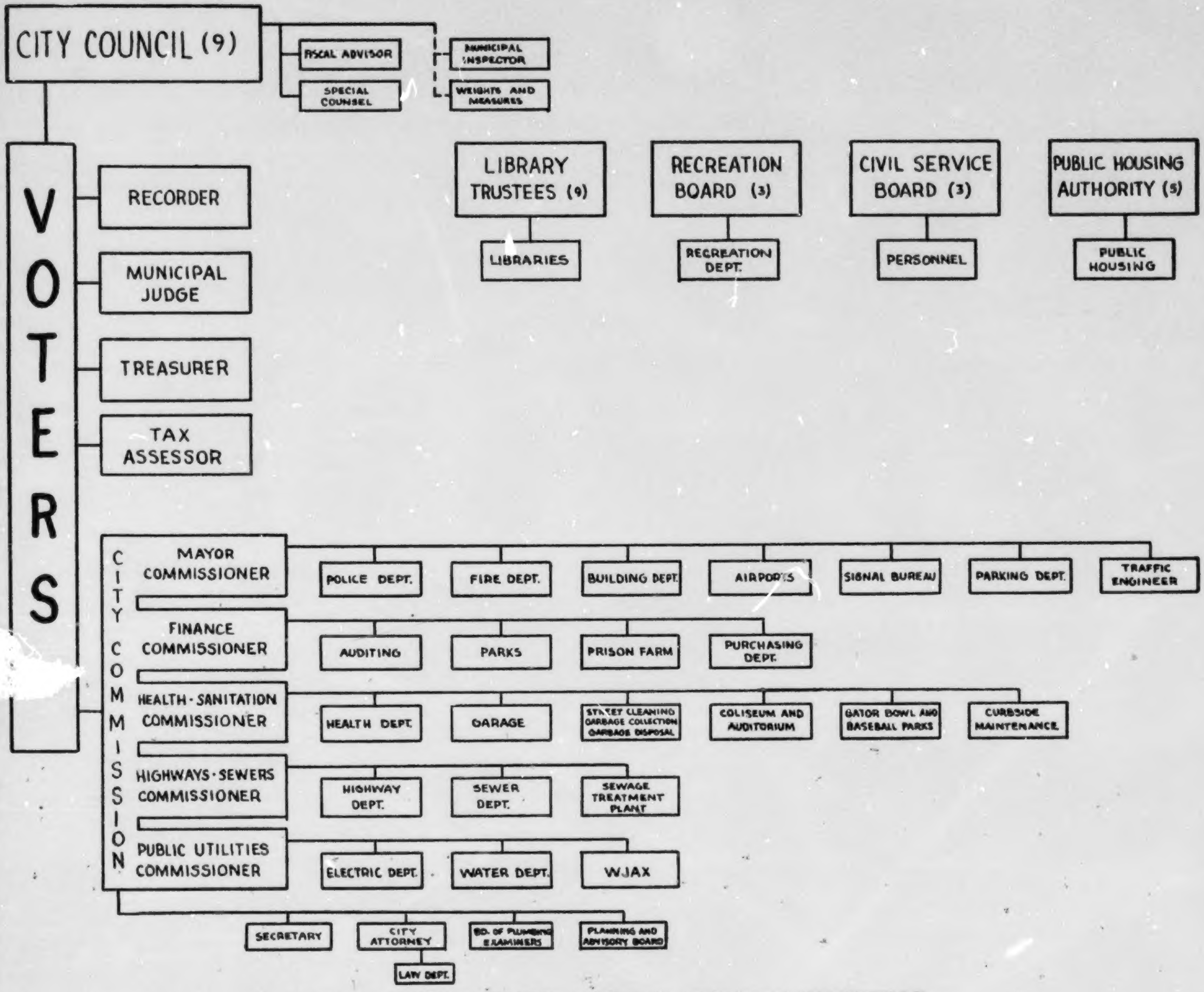
Members

J. J. Daniel, Chairman

I. H. Burney, II
John Corse
Kenneth A. Friedman
Robert W. Gordon
W. E. Grissett, Jr.
Earl M. Johnson
Dr. Harlan Johnston
Justin C. Montgomery
James C. Rinaman, Jr.
M. E. Sweet
John Weldon

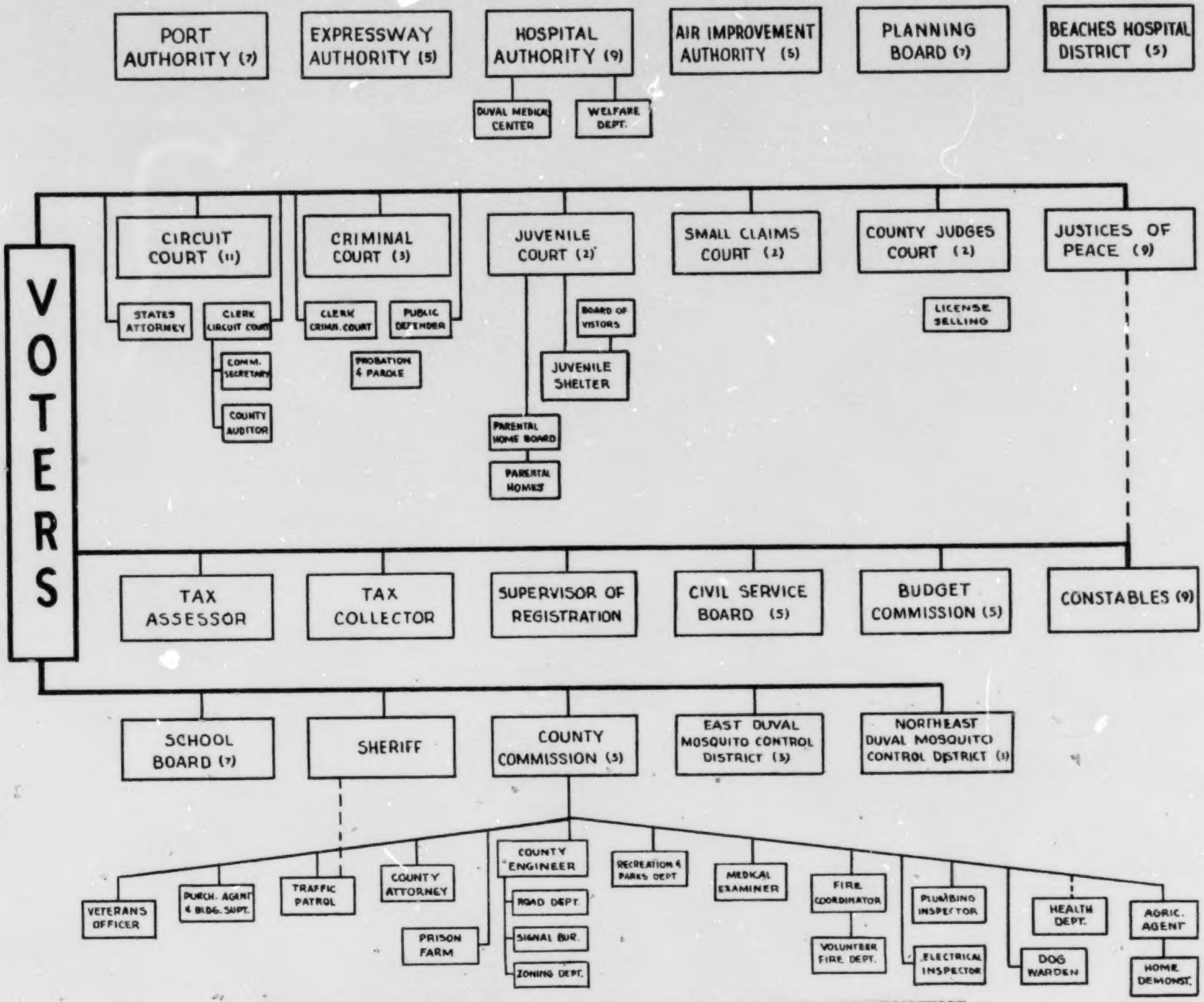
Area of Study

Organizational Structure
Authorities
County
Municipalities
Special Districts


CITY COUNCIL (9)
FISCAL ADVISOR
SPECIAL COUNSEL
MUNICIPAL INSPECTOR
WEIGHTS AND MEASURES
VOTERS
RECORDER
MUNICIPAL JUDGE
TREASURER
TAX ASSESSOR
LIBRARY TRUSTEES (9)
LIBRARIES
RECREATION BOARD (3)
RECREATION DEPT.
CIVIL SERVICE BOARD (3)
PERSONNEL
PUBLIC HOUSING AUTHORITY (5)
PUBLIC HOUSING
CITY COMMISSION
MAYOR COMMISSIONER
POLICE DEPT.
FIRE DEPT.
BUILDING DEPT.
AIRPORTS
SIGNAL BUREAU
PARKING DEPT.
TRAFFIC ENGINEER
FINANCE COMMISSIONER
AUDITING
PARKS
PRISON FARM
PURCHASING DEPT.
HEALTH · SANITATION COMMISSIONER
HEALTH DEPT.
GARAGE
STREET CLEANING GARBAGE COLLECTION GARBAGE DISPOSAL
COLISEUM AND AUDITORIUM
GATOR BOWL AND BASEBALL PARKS
CURBSIDE MAINTENANCE
HIGHWAYS · SEWERS COMMISSIONER
HIGHWAY DEPT.
SEWER DEPT.
SEWAGE TREATMENT PLANT
PUBLIC UTILITIES COMMISSIONER
ELECTRIC DEPT.
WATER DEPT.
WJAX
SECRETARY
CITY ATTORNEY
LAW DEPT.
BD. OF PLUMBING EXAMINERS
PLANNING AND ADVISORY BOARD

ORGANIZATIONAL CHART—EXISTING CITY OF JACKSONVILLE

Exhibit G continued


PORT AUTHORITY (7)
EXPRESSWAY AUTHORITY (5)
HOSPITAL AUTHORITY (9)
DUVAL MEDICAL CENTER
WELFARE DEPT.
AIR IMPROVEMENT AUTHORITY (5)
PLANNING BOARD (7)
BEACHES HOSPITAL DISTRICT (5)
VOTERS
CIRCUIT COURT (11)
STATES ATTORNEY
CLERK CIRCUIT COURT
COMM. SECRETARY
COUNTY AUDITOR
CRIMINAL COURT (3)
CLERK CRIMN. COURT
PUBLIC DEFENDER
PROBATION & PAROLE
JUVENILE COURT (2)
BOARD OF VISITORS
JUVENILE SHELTER
PARENTAL HOME BOARD
PARENTAL HOMES
SMALL CLAIMS COURT (2)
COUNTY JUDGES COURT (2)
LICENSE SELLING
JUSTICES OF PEACE (9)
TAX ASSESSOR
TAX COLLECTOR
SUPERVISOR OF REGISTRATION
CIVIL SERVICE BOARD (5)
BUDGET COMMISSION (5)
CONSTABLES (9)
SCHOOL BOARD (7)
SHERIFF
COUNTY COMMISSION (5)
EAST DUVAL MOSQUITO CONTROL DISTRICT (5)
NORTHEAST DUVAL MOSQUITO CONTROL DISTRICT (5)
VETERANS OFFICER
PURCH. AGENT & BLDG. SUPT.
TRAFFIC PATROL
COUNTY ATTORNEY
PRISON FARM
COUNTY ENGINEER
ROAD DEPT.
SIGNAL BUR.
ZONING DEPT.
RECREATION & PARKS DEPT.
MEDICAL EXAMINER
FIRE COORDINATOR
VOLUNTEER FIRE DEPT.
PLUMBING INSPECTOR
ELECTRICAL INSPECTOR
HEALTH DEPT.
DOG WARDEN
AGRIC. AGENT
HOME DEMONST.

ORGANIZATIONAL CHART — EXISTING DUVAL COUNTY GOVERNMENT

EXHIBIT H

PRESENT COUNTY ELECTED OFFICIALS

JUDICIAL

11 Circuit Judges
3 Criminal Judges
2 Juvenile Judges
2 County Judges
2 Small Claims Judges
9 Justices of the Peace (Elected by District)
1 Clerk of the Circuit Court
1 Clerk of the Criminal Court
1 State's Attorney
1 Public Defender

LEGISLATIVE

15 Legislative Delegation Members
5 County Commission Members
5 Budget Commission Members
7 School Board Members

ADMINISTRATIVE

5 Civil Service Board Members
1 Tax Assessor
1 Tax Collector
1 Supervisor of Registration
1 Sheriff
9 Constables (Elected by District)
3 Northeast Mosquito Control District Members (Districts)
3 East Duval Mosquito Control District Members (Districts)

Total 89 (24 by District)

PRESENT MUNICIPAL OFFICIALS

JACKSONVILLE

9 Council Members
Mayor and 4 Commissioner Members
Tax Assessor
Treasurer
Recorder
Municipal Judge

Total 18

JACKSONVILLE BEACH

Mayor and 6 Councilmen
City Clerk

Total 8

NEPTUNE BEACH

Mayor and 6 Councilmen

Total 7

ATLANTIC BEACH

Mayor and 4 Commissioners

Total 5

BALDWIN

Mayor and 5 Commissioners

Total 6

Grand Total 133

ELECTED OFFICIALS—NEW GOVERNMENT

JUDICIAL

15 Circuit Judges — elected at large — 6 year terms
10 Magistrates—7 elected by District—3 elected at-large—4 year term
1 Clerk of Circuit Court—4-year term
1 State's Attorney—4-year term
1 Public Defender—4-year term

LEGISLATIVE

Council
21 Councilmen elected by District—4-year term

EXECUTIVE

Mayor—4-year term

SCHOOL BOARD

7 members—elected by District 4-year terms

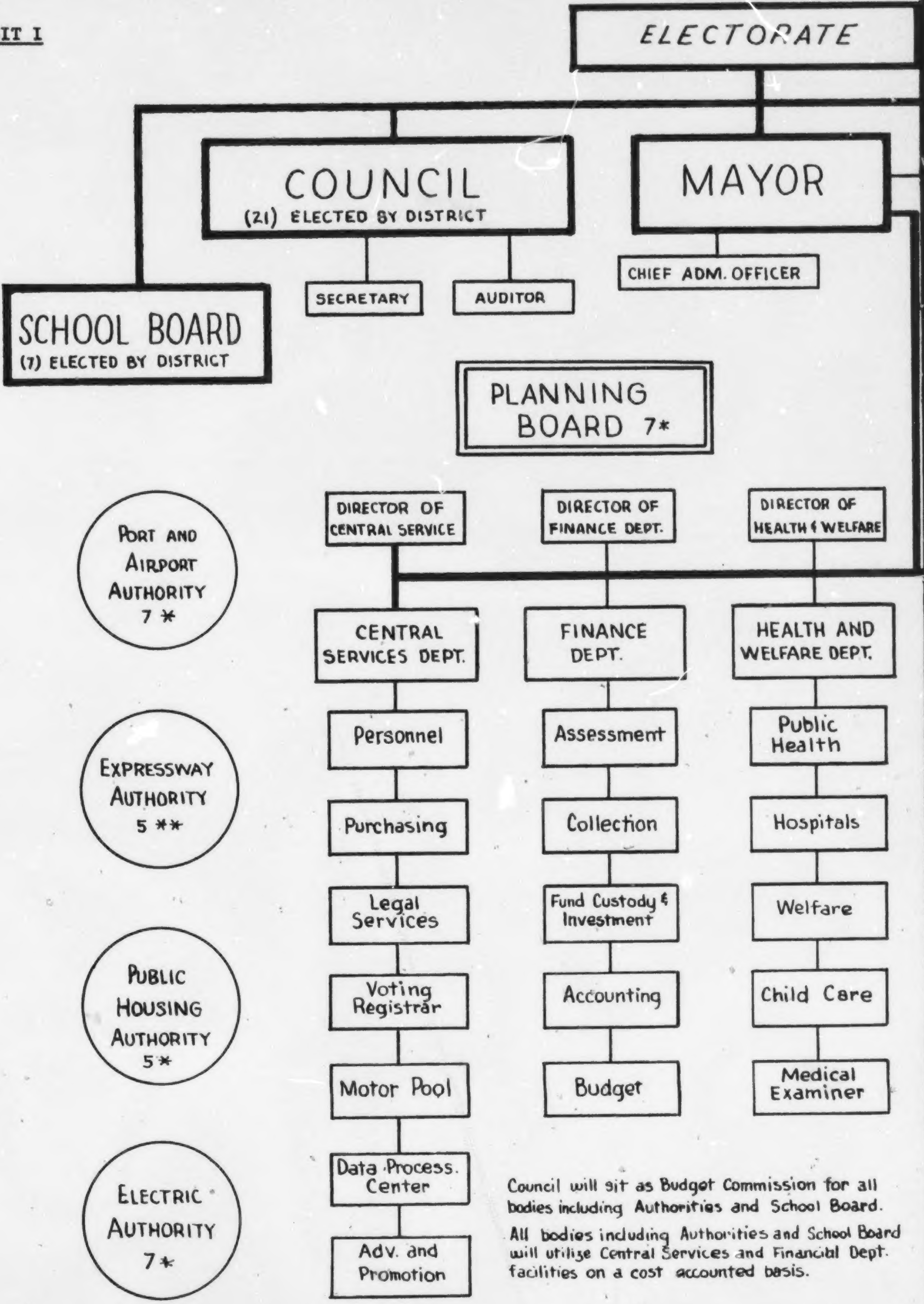
LEGISLATIVE DELEGATION

15 members-elected at large
Senators—4 year terms
Representatives—2 year terms

Total 72 (35 by District)

216

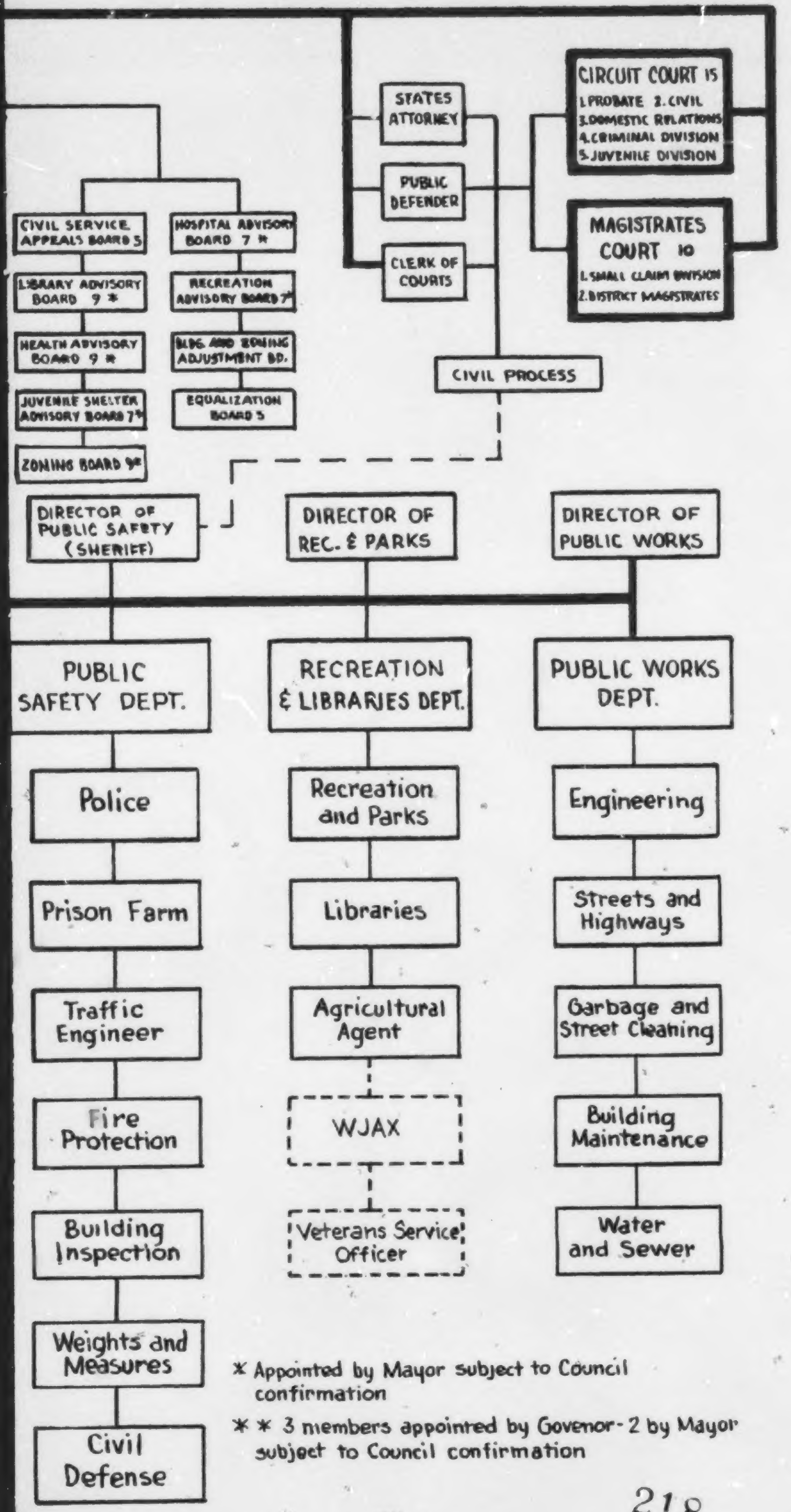
EXHIBIT I


ELECTORATE
COUNCIL
(21) ELECTED BY DISTRICT
MAYOR
SECRETARY
AUDITOR
CHIEF ADM. OFFICER
SCHOOL BOARD
(7) ELECTED BY DISTRICT
PLANNING BOARD 7*
PORT AND AIRPORT AUTHORITY 7 *
EXPRESSWAY AUTHORITY 5 **
PUBLIC HOUSING AUTHORITY 5*
ELECTRIC AUTHORITY 7*
DIRECTOR OF CENTRAL SERVICE
DIRECTOR OF FINANCE DEPT.
DIRECTOR OF HEALTH & WELFARE
CENTRAL SERVICES DEPT.
FINANCE DEPT.
HEALTH AND WELFARE DEPT.
Personnel
Purchasing
Legal Services
Voting Registrar
Motor Pool
Data Process. Center
Adv. and Promotion
Assessment
Collection
Fund Custody & Investment
Accounting
Budget
Public Health
Hospitals
Welfare
Child Care
Medical Examiner

Council will sit as Budget Commission for all bodies including Authorities and School Board.

All bodies including Authorities and School Board will utilize Central Services and Financial Dept. facilities on a cost accounted basis.

ORGANIZATIONAL CHART OF NEW COUNTY-WIDE GOVERNMENT


STATES ATTORNEY
PUBLIC DEFENDER
CLERK OF COURTS
CIRCUIT COURT 15
1. PROBATE 2. CIVIL
3. DOMESTIC RELATIONS
4. CRIMINAL DIVISION
5. JUVENILE DIVISION
MAGISTRATES COURT 10
1. SMALL CLAIM DIVISION
2. DISTRICT MAGISTRATES
CIVIL PROCESS
CIVIL SERVICE APPEALS BOARD 5
LIBRARY ADVISORY BOARD 9 *
HEALTH ADVISORY BOARD 9 *
JUVENILE SHELTER ADVISORY BOARD 7*
ZONING BOARD 9*
HOSPITAL ADVISORY BOARD 7 *
RECREATION ADVISORY BOARD 7*
BLDG. AND ZONING ADJUSTMENT BD.
EQUALIZATION BOARD 5
DIRECTOR OF PUBLIC SAFETY (SHERIFF)
DIRECTOR OF REC. & PARKS
DIRECTOR OF PUBLIC WORKS
PUBLIC SAFETY DEPT.
RECREATION & LIBRARIES DEPT.
PUBLIC WORKS DEPT.
Police
Prison Farm
Traffic Engineer
Fire Protection
Building Inspection
Weights and Measures
Civil Defense
Recreation and Parks
Libraries
Agricultural Agent
WJAX
Veterans Service Officer
Engineering
Streets and Highways
Garbage and Street Cleaning
Building Maintenance
Water and Sewer

* Appointed by Mayor subject to Council confirmation

** 3 members appointed by Govenor - 2 by Mayor subject to Council confirmation

EXHIBIT J

APPENDIX — A

CONSTITUTION OF THE STATE OF FLORIDA

Article VIII

Section 9.

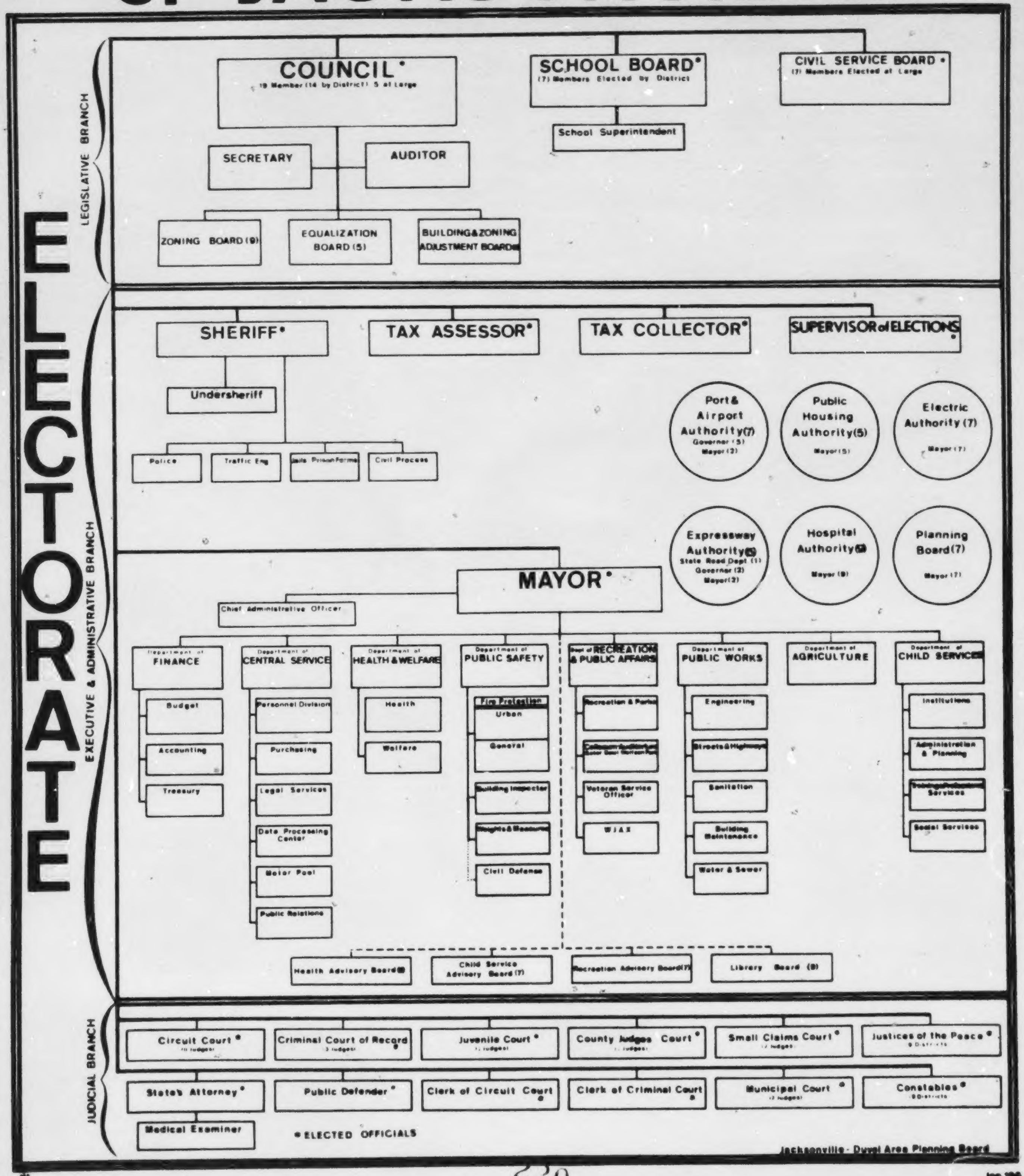
Legislative power over city of Jacksonville and Duval County.—

The Legislature shall have power to establish, alter or abolish, a Municipal corporation to be known as the City of Jacksonville, extending territorially throughout the present limits of Duval County, in the place of any or all county, district, municipal and local governments, boards, bodies and officers, constitutional or statutory, legislative, executive, judicial, or administrative, and shall prescribe the jurisdiction, powers, duties and functions of such municipal corporation, its legislative, executive, judicial and administrative departments and its boards, bodies and officers; to divide the territory included in such municipality into subordinate districts, and to prescribe a just and reasonable system of taxation for such municipality and districts; and to fix the liability of such municipality and districts. Bonded and other indebtedness, existing at the time of the establishment of such municipality, shall be enforceable only against property theretofore taxable therefor. The Legislature shall, from time to time, determine what portion of said municipality is a rural area, and a homestead in such rural area shall not be limited as if in a city or town. Such municipality may exercise all powers of a municipal corporation and shall also be recognized as one of the legal political divisions of the State with the duties and obligations of a county and shall be entitled to all the powers, rights and privileges, including representation in the State Legislature, which would accrue to it if it were a county. All property of Duval County and of the municipalities in said county shall vest in such municipal corporation when established as herein provided. The offices of Clerk of the Circuit Court and Sheriff shall not be abolished but the Legislature may prescribe the time when, and the method by which, such offices shall be filled and the compensation to be paid to such officers and may vest in them additional powers and duties. No county office shall be abolished or consolidated with another office without making provision for the performance of all State duties now or hereafter prescribed by law to be performed by such county officer. Nothing contained herein shall affect Section 20 of Article III of the Constitution of the State of Florida, except as to such provisions therein as relate to regulating the jurisdiction and duties of any class of officers, to summoning and impanelling grand and petit jurors, to assessing and collecting taxes for county purposes and to regulating the fees and compensation of county officers. No law authorizing the establishing or abolishing of such Municipal corporation pursuant to this Section, shall become operative or effective until approved by a majority of the qualified electors participating in an election held in said County, but so long as such Municipal corporation exists under this Section the Legislature may amend or extend the law authorizing the same without referendum to the qualified voters unless the Legislative act providing for such amendment or extension shall provide for such referendum.

History.—Added. S.J.R. 113, 1933; adopted 1934

EXHIBIT K

Consolidated Government of JACKSONVILLE


ELECTORATE
LEGISLATIVE BRANCH
COUNCIL*
19 Member (14 by District) 5 at Large
SCHOOL BOARD*
(7) Members Elected by District
CIVIL SERVICE BOARD*
(7) Members Elected at Large
School Superintendent
SECRETARY
AUDITOR
ZONING BOARD (9)
EQUALIZATION BOARD (5)
BUILDING & ZONING ADJUSTMENT BOARD
EXECUTIVE & ADMINISTRATIVE BRANCH
SHERIFF*
TAX ASSESSOR*
TAX COLLECTOR*
SUPERVISOR of ELECTIONS*
Undersheriff
Police
Traffic Eng
Jails Prison Farms
Civil Process
Port & Airport Authority (7)
Governor (5)
Mayor (2)
Public Housing Authority (5)
Mayor (5)
Electric Authority (7)
Mayor (7)
Expressway Authority (5)
State Road Dept (1)
Governor (2)
Mayor (2)
Hospital Authority (9)
Mayor (9)
Planning Board (7)
Mayor (7)
MAYOR*
Chief Administrative Officer
Department of FINANCE
Budget
Accounting
Treasury
Department of CENTRAL SERVICE
Personnel Division
Purchasing
Legal Services
Data Processing Center
Motor Pool
Public Relations
Department of HEALTH & WELFARE
Health
Welfare
Department of PUBLIC SAFETY
Fire Protection
Urban
General
Building Inspector
Weights & Measures
Civil Defense
Dept of RECREATION & PUBLIC AFFAIRS
Recreation & Parks
Veteran Service Officer
WJAX
Department of PUBLIC WORKS
Engineering
Streets & Highways
Sanitation
Building Maintenance
Water & Sewer
Department of AGRICULTURE
Department of CHILD SERVICES
Institutions
Administration & Planning
Services
Social Services
Health Advisory Board (9)
Child Service Advisory Board (7)
Recreation Advisory Board (7)
Library Board (9)
JUDICIAL BRANCH
Circuit Court*
Criminal Court of Record*
3 judges
Juvenile Court*
County Judges Court*
Small Claims Court*
Justices of the Peace*
9 Districts
State's Attorney*
Public Defender*
Clerk of Circuit Court*
Clerk of Criminal Court*
Municipal Court*
Constables*
9 Districts
Medical Examiner
*ELECTED OFFICIALS
Jacksonville - Duval Area Planning Board

Jan. 196

EXHIBIT L

Section 2.04. Services in the General Services District.

Throughout the entire general services district the consolidated government shall furnish the following governmental services: airports, agricultural agent, child care, courts, electricity, fire protection, health, hospitals, library, police protection, recreation and parks, schools, streets and highways, traffic engineering, and welfare services. The foregoing enumeration is intended as a list of those governmental services which shall be performed by the consolidated government within the general services district and is not intended to limit the rights of the consolidated government to perform other governmental services within the general services district.

Section 2.05. Additional Services in Urban Services Districts.

In addition to the services provided to the general services district, the consolidated government shall furnish the following additional services within the urban services districts: water supply, sanitary sewers, street lighting, street cleaning and garbage and refuse collection. The foregoing enumeration is intended as a list of those governmental services which shall be performed by the consolidated government within the urban services districts and is not intended to limit the rights of the consolidated government to perform other governmental services within the urban services districts.

ARTICLE 25

ANNUAL AD VALOREM TAX LEVIES;

LIMITATIONS AND INCREASES

Section 25.01. Millage Limitations.

The council is authorized to levy taxes upon all of the real and personal property assessed for taxes, annually, in the amounts and for the purposes set forth as follows:

1. For the board of public instruction for support and maintenance of schools and payments into school district bond interest and sinking funds, not more than 16 (sixteen) mills on the dollar unless otherwise set by referendum of a majority of the qualified electors of the consolidated government who pay a tax on real or personal property.

2. For levies on the general services district for all other governmental purposes, including appropriations for general governmental purposes, all independent agencies of the consolidated government, and special service and improvement district funds not more than 14 (fourteen) mills on the dollar.

3. In urban services districts for the additional governmental services provided in each such urban services district, not more than six (6) mills on the dollar.

Section 25.02. Increases and Decreases in Millage Limitations.

No increase shall be allowed in any of the millage limitations provided in section 25.01 above unless first approved by a majority vote of the freeholders voting in a special referendum in the district to be affected by any such proposed increase in such millage limitations. On the written petition or petitions of freeholders representing not less than 20% (twenty per cent) in number of the freeholders voting in the last such special referendum in the general services district or 20% (twenty per cent) of those voting in the last such special referendum in an urban services district, a special referendum shall be held to consider a reduction in any millage limitation which has been previously increased under the provisions of this section. Not more than one (1) such special referendum shall be held in any calendar year.

Paul B. Zucker
Awards Program

of

Ruder & Finn
Incorporated

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY
Ruder & Finn, Inc.

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."

222

Ruder & Finn, Inc.
110 East 59th Street, New York, N.Y. 10022

CS205226

Paul B. Zucker was executive vice president of Ruder & Finn until his death in 1967. During the 12 years that he was a part of Ruder & Finn, Paul contributed vastly to every facet of the company's development. One area of his interest which stands out as being most significant was his concern for the quality of the public relations programs that we carried out for our clients.

Many was the time when new levels of creativity and dynamism of a program was achieved by Paul's insistence that the traditional approach to planning a public relations effort was not "good enough."

The Paul B. Zucker Awards are given each year as Ruder & Finn's method of continuing the high standard of performance which Paul established. They are intended to remind us that quality of programming and quality of performance are the essential services that we owe to our clients.

With this report we congratulate our newest Paul B. Zucker Awards winners.

David Finn

David Finn

William Ruder

William Ruder

FIRST PLACE

LYNN DEMING

CLIENT:
CBCMA - The Can People

In 1971 the steel can industry faced a serious challenge from legislators and environmentalists who proposed to ban no-deposit, no-return containers as a solution to the nation's litter problem. Lost in the flurry of proposals and condemnations was the fact that most litter is not composed of cans and bottles, and that litter is a minor problem compared to the disposal of 360 million tons of solid waste annually, of which non-returnable beverage containers are less than two percent.

Previously a low-profile industry, The Can People suddenly found themselves cast in the role of ecological villains and confronted with a legislative threat that would severly damage their markets, while contributing very little to solving either the litter or solid waste problem.

The challenge was to help the public understand the dimensions of the solid waste problem, placing litter in its proper perspective as a minor but highly visible part of the problem, and to demonstrate The Can People's real commitment to long-range reform of our solid waste systems, based on a philosophy of resource recovery.

The initial step was to open almost 200 recycling centers in major cities across the country, with accompanying press conferences and heavy publicity.

Then, beginning in 1971 and continuing into 1972, R&F developed a series of meetings for municipal officials and civic leaders in 13 major cities, at which The Can People's environmental spokeswoman presented "Alchemy Reborn." This was a 30 minute color slide show that examined all aspects of solid waste, or the Third Pollution, and demonstrated how the emerging technologies of recycling could significantly reduce this pollution.

After viewing "Alchemy Reborn" the audience participated in a Q and A workshop. Very often this meeting served as a catalyst in creating a new task force in the community to deal with solid waste problems.

While visiting each city, the environmental spokeswoman also carried The Can People's message to the local media, through numerous radio and TV interviews, such as the "Today Show" in Chicago, and "Eyewitness News." Feature articles also appeared in each city's major newspapers, including the Chicago Sun Times, San Francisco Chronicle, Boston Globe, Detroit Free Press, Baltimore Sun and others.

We also produced a great deal of educational literature, such as "The Can Recycling Kit," aimed at local citizen groups that needed realistic, practical information on how to set up a recycling program and the pitfalls to avoid. Demand for the kit was enormous. During 1971-1972 we distributed an estimated 25,000 copies and 100,000 copies of the Recycler's Handbook contained in the kit.

Publicity was also extensive, with scores of stories in major publications, wire services and newspapers on a continuing basis. We also produced three public service newsreels focusing on current recycling systems in several cities, which were telecast by all the major networks, as well as hundreds of independent stations throughout the country, and the "Today Show." Two of these were chosen from thousands of film entries for a highly favorable critique in the 1972 Environmental Film Review, which is being distributed by U.S. Environmental Protection Agency to libraries across the country.

We also helped the client participate in several significant community projects. For example, in Madison, Wisconsin, The Can People joined forces with city officials in conducting a model municipal refuse program which became the forerunner of similar efforts now carried out by the steel industry in 22 cities across the country. The Can People donated and installed a magnetic separator at the city's new refuse milling plant, which enabled the city to recapture ferrous metals magnetically from its mixed refuse and sell this material to industry for reuse.

The Can People also developed the market for these ferrous metals, which resulted in considerable savings in the city's solid waste disposal costs. The Can People received a special citation from the Mayor of Madison for this outstanding example of municipal-industry cooperation, one of the first in the country in the field of technological recycling. Publicity on the project appeared in a number of leading magazines and newspapers. House & Garden, in a special environmental issue, cited the Madison project as one of the eight leading environmental programs in America.

The result of all of these efforts was two-fold: (1) a positive identity was established for the can industry, principally among consumers; and (2) the public was provided with some real information on how the solid waste problem could be solved, thereby establishing the industry's commitment and the scope of its responsibilities. By early 1972 we were squarely in the forefront of public awareness, both in terms of the problem and the technology available.

226

At this point we decided to go beyond dealing with the basics for a general audience. We moved to find active solutions to the problem by bringing together the people who had the answers -- whether economic, social, or political. This meant constructing a tripartite approach that would involve government, industry and citizen organizations, each of which had a different axe to grind.

We decided that the best way to start them wielding a common axe would be through a series of seminars held in a university forum, utilizing the endorsement of various key organizations as an umbrella. We enlisted the participation of the American Public Works Association, the U.S. Environmental Protection Agency and the National League of Women Voters to hold seminars together with CBCMA at major universities in five of the federal EPA regions. Each university also became a co-sponsor: the University of Southern California in Los Angeles, the University of Chicago, the University of Colorado, the University of Washington in Seattle, and the prestigious Franklin Institute in Philadelphia.

Each seminar ran a full day and attracted hundreds of people who paid for admission. The audiences comprised representatives of industry, all levels of government, the engineering community, and a wide range of civic and environmental organizations. Each seminar was accompanied by an appropriate publicity effort. As follow-up we also published full proceedings of the seminars wherever possible. The entire seminar series was praised by faculty, government and citizen organizations for its high educational level, and for having provided an objective forum for bringing together groups that were formerly opposed.

Among the major results of the seminar program were a better understanding among legislators of the solid waste problems in areas where the seminars were held, and the emergence of a coordinated force dedicated to finding solutions to the problems. In fact, in many American communities these problems have now been solved.

The CBCMA program has come to be considered one of the leading industrial environmental programs in the country. Today, increasing numbers of people are supporting the concept of solid waste reform and resource recovery. Through their public education activities, The Can People can claim credit as one of the few industries to have rendered a genuine public service in the course of seeking to fulfill their environmental responsibilities.

SECOND PLACE

JANET MAIZNER

CLIENT:
Potters Industries, Inc.

Who is Potters Industries and what do they do? The answer -- "manufacturers of reflective glass spheres used in pavement markings" -- wouldn't seem, at first glance, to excite great public relations expectations. Yet this is the story of how this medium-sized, little known, New Jersey company has become a sought-after safety "expert," invited by the government to testify at hearings for national legislation on highway safety.

When Potters came to R&F in 1968 with a market-oriented program in mind, we decided to "carve out" an exclusive area in which we could make Potters the expert. Because the company's basic product is used to make roads safer, through greater night visibility, we zeroed in on night driving. We developed a bi-monthly newsletter, called Night Driving Safety News (NDSN) to project the company into a new limelight. During 1972-73, we believe we have advanced this basic public relations tool to new levels for creating a positive atmosphere for a client's operations.

The publication is distributed to Potters' key publics in the highway community. Here's how the newsletter was utilized in 1972:

State Highway Commissioner Reports. State Highway Commissioners are invited to develop a "State Of The Road" report on highway safety in their home states for NDSN. This opens an important platform for them, courtesy of Potters, and makes the newsletter a source for "what's happening" in highway safety.

We prepare news releases, based on each State Commissioner's report -- and blanket the media in that state. Some of the states reported on this year include New Jersey, New York, North Carolina, Washington, Utah and Minnesota. The stories have appeared, with a Potters credit line, in major daily and weekly newspapers in the respective states and also in national trade publications. The State Commissioners are appreciative of the news outlets provided for them in order to tell the story of safety initiatives in their home states.

NDSN Publicity Reprints. Each issue contains a page of reprints of articles that have appeared about Potters in outside print media. This reinforces the impression among readers that Potters is making news and is in the news. In 1972 this kind of third party endorsement received further emphasis by reprinting articles covering an important West Milford, N.J. research project which was sponsored by Potters. This was the largest effort ever undertaken in the U. S. to demonstrate that appropriate striping on secondary (rural) roads effectively reduces accidents and fatalities.

The company had not realized the promotional potential of this scientific study until a meeting with R&F convinced management that a press conference was in order. From that point on, Potters' cooperation and initiative helped produce a successful project that was fully documented with photos, film, tapes of public comments on improved driving conditions, accident data, publicity from the press conference, and other materials. This data was especially useful later on when Potters was invited to testify in Washington.

NDSN prints exclusive by-lined articles by top federal highway and safety officials, which have stimulated numerous requests for extra copies for use at safety seminars and meetings. The measure of popularity of NDSN is a strong indication of how far we have come in establishing client recognition and credibility.

The West Milford Project literally put Potters on the map. On-site tours of the test site were conducted for Congressmen; highway officials from the United Kingdom, Sweden and Germany; and U. S. highway community, both regional and national. Here was Potters acting as worldwide "highway safety ambassadors" while its competitors were not even in the picture. An important element in all of our promotion was the sensitivity shared by both client and agency, toward any taint of "commercialism" in the project.

Early in 1972, we initiated, researched and compiled a document that digested every major U.S. study on striping since 1955, with West Milford as the finale. Potters distributed these dossiers to every influential member of the highway industry and Potters sales people used them, together with NDSN as "calling card" material.

We further enhanced Potters' reputation during 1972 as a public service company by initiating and publishing the "Morse Code of Highway

Safety," a consumer booklet to explain new changes in road signs and pavement markings, prior to issuance of any government document. Our efforts here progressed from conception to full execution and included the publicity effort which resulted in a barrage of stories and write-in requests from the public and -- more important to Potters -- from traffic safety officials, legislators, traffic engineers, police chiefs, and other key people in the field. Two months after announcing "availability" of the booklet, the company had to re-order 10,000 more copies. This exposure further assured Potters of industry leadership.

All materials of the R&F public relations program were utilized by Potters in their preparation and presentation of testimony in Washington in connection with Congressional hearings on the broad topic of highway safety. Had the timing of these hearings been a year earlier, pavement markings might not have even been considered as part of the national highway safety program; such was the rapidity and effect of what Potters itself termed "an astute public relations program."

Potters Industries has achieved the necessary credentials and has been called again to participate in the '73 government hearings, as expert witnesses on pavement markings.

# # #

THIRD PLACE

BOB WEINTRAUB

CLIENT:
Banking Serves America

> "You are well regarded in your narrow role as bankers, but this is no longer enough. You are expected to take over community leadership, along with banking leadership... It is a time to initiate boldly, with confidence. You cannot fight today's battles with yesterday's narrow weapons."
>
> ---Louis Harris, April 19, 1970

This in essence was the challenge presented to the commercial banking industry by pollster Lou Harris when he reported on a study of public attitudes toward banks, bankers and banking. The study showed that the American people wanted more tangible demonstrations of community leadership from bankers. But, warned Harris, a rehash of old ideas was not in order; rather, a fresh, dramatic approach was called for, one which would involve the banker more deeply in the problems of the community.

Responding to the Harris caveat, the banking community -- through the Foundation for Full Service Banks and The American Bankers Association -- created a special program called "Banking Serves America," to stimulate public service activities on the part of banks and to relate these activities to the American public.

A broad program blending basic public relations techniques with innovative concepts was created by R&F as consultants to the BSA program. Our program had three basic segments:

- Creating the hardware or tools with which bankers could develop community leadership.
- Communicating to bankers the need to be active as community leaders and reporting on the activities of bankers in this area.
- Communicating bankers' socially oriented achievements to the general public.

A. Creating the Hardware

The Burlington Pilot

A major thrust of the program was to create and pilot test a series of unique projects which, if successful, could be replicated by bankers everywhere. The objective was to show bankers some of the meaningful ways they could become leaders in a community effort to solve its problems. The first project was called "Community Action Fair."

In the national movement known as "volunteerism," hundreds of thousands of people have come forward to volunteer their services toward ameliorating a wide range of community problems. Volunteer organizations struggle with mammoth issues, sometimes successfully, sometimes not. What is essential to this effort, even more than money, is additional volunteers. The "Community Action Fair" was planned as a method of bringing bankers and the volunteer movement together and thereby enlisting volunteers into active community organizations and projects.

The "Community Action Fair" was pilot tested in Burlington, Iowa, on September 10, 1971. Each and every local civic, ethnic and social group in the city and the surrounding county was invited to participate in the one-day public fair, which featured booths, exhibits, giveaway materials, volunteer registration desks, musical entertainment and a fireworks display.

The prime catalysts for the Fair were the four full-service banks of Burlington. Personnel from the banks and our agency coordinated the many activities before and after the event; supervised the planning and construction of over 60 booths; worked with the participating organizations; created the entertainment program; and developed an exciting local publicity program.

The Fair - conceived, developed and implemented by the assigned R&F team - fulfilled its promise. It proved to be a spirited community event in which local bankers expressed sincere concern for their neighbors and their needs. The success of the Fair may be measured in many ways.

Attendance. Police estimated between 8,000 and 12,000, about one-third of Burlington's total population.

Government recognition. A White House representative, the governor, U.S. Senator and Congressman, the mayor, were all on hand.

Organization participation. Sixty-three diverse organizations took part, ranging from hospital auxiliaries to a draft advisory group.

Volunteers enlisted. Thirty-two of the participating organizations were actively seeking volunteers and signed up 424 people; the other groups praised the wide exposure they received.

One of the participants summed it all up this way: "There's no cotton candy, no games of chance, no dancing girls. All there is, is soul!"

The final chapter of the project was the creation of a detailed how-to manual which described step-by-step how other communities could conduct such a Fair. This manual was distributed to 22,000 bankers at 14,000 banks throughout the country, to help them plan Fairs of their own.

Some months later, the Community Action Fair won the Silver Anvil Award of the Public Relations Society of America.

The Mecklenburg Pilot

An important phase of the BSA program was the initiation of dialogues with major national organizations. Dubbed "Reaching Organized America," it was designed to create allies for bankers and to develop possible new projects that could be pilot-tested and then offered to the banking community for replication.

Liaison and activities were established with the National Sheriffs' Association, the Council for Greater City Schools, the National Education Association, the National League of Cities and the U. S. Conference of Mayors. The most productive alliance was the one formed with the National Association of County Organizations. In an effort to develop a joint project between bankers and county executives, NACO directed us to Mecklenburg County, North Carolina, the home county of Charlotte. From meetings with local county officials and local bankers came the concept of a consumers education program in three phases.

The first phase would be a two-day seminar attended by leaders of the national consumerism movement, as well as local people involved in education on a high school, college, or adult level. The seminar was to identify community resources in consumer education, to acquaint people interested in consumerism with one another, and to encourage a total community approach to consumer education. The second phase - "teaching the teachers" - would be the development of an intensive 10-week course in consumer education for professionals from county and community organizations, who would then go out into the community to teach consumers. Phase three would be the community-wide program of consumer education.

The program was executed on schedule. A complex seminar was conducted with a plenary session featuring nationally recognized consumerist movement leaders. There was a full day of workshop sessions, presided over by such experts as a special deputy to Housing and Urban Development Secretary, George Romney, who led the workshop on housing. A large and prominent audience reacted enthusiastically.

Central Piedmont Community College accepted the lead in formulating a special curriculum which was put into effect during the winter of 1972. Throughout this program, and continuing into 1973 and the third phase, local bankers have demonstrated new leadership in consumer education. This participation was fully noted by the community and its leaders.

As with the Community Action Fair, the details of the Mecklenburg pilot have been set down in a how-to manual which has been widely distributed to the bankers of America.

Bankers to the Arts

"In any effort to improve the human condition, the arts are commonly recognized as a major and effective weapon. Bankers have always been among the first . . ." So wrote G. A. McLellan, president of the Business Committee for the Arts, in the introduction to "Special Report: Your Role as Banker to the Arts," a unique manual created by the R&F Fine Arts department. Using case histories, the manual deals with why bankers support the arts and presents in how-to fashion the details of five cultural projects any bank can support.

This report, which was distributed to 22,000 bankers, has been hailed as the definitive work on corporate sponsorship of cultural program.

"Drug Forum on the Air"

A fourth pilot effort conducted during the year was a radio program which offered a very frank look into the drug problem in the U.S. A 13-week series of half-hour programs, moderated by an internationally known expert in the field, was tested on a dozen radio stations. Reaction from the radio stations was positive, with numerous requests to continue, but banker reaction was divided and the project was put aside.

B. Speaking to Bankers

A major portion of the BSA program was to communicate to bankers the fundamental message of the Lou Harris survey, to stimulate them to think in terms of social action, and also to provide them with the methods through which their community leadership could be enhanced.

To achieve this, three projects were initiated: (1) we prepared a new bimonthly newsletter, "Banks in Action," which contained brief summaries of successful bank-sponsored socially oriented projects, so that other banks would be encouraged to pursue similar efforts; (2) several brochures were created for use by bank executives, in order to involve employees and stockholders in the socially active movement; (3) numerous speeches were written for presentation by key bankers and R&F executives at state banking association meetings and before other key banking groups, to explain the rationale and importance of the Banking Serves America program.

C. Speaking to the Public

With new projects in pilot tests, and a continuing dialogue with bankers, there was need to report the growing social consciousness of the banking community to the general public. This led to the development of a series of articles by Dean Miller and LeRoy Pope of UPI, Phyllis Battelle of King Features and Elmer Roessner of Bell McClure Syndicate; there were also a NANA feature and two NEA Don Oakley editorials. Articles appeared in the Christian Science Monitor, Grit and the New York Times. In addition, there was a two-part half-hour TV show in San Francisco in which a leading banker discussed corporate responsibility with a leader of a minority group, a liberal state legislator and the Mayor of San Francisco.

In regard to the youth audience, a book was created for distribution to school and public libraries. "Citizen Banker" was written in the form of a guide to banking as a career, but the case histories chosen, and the nine bankers selected for profiling, tell a story of deep community commitment on the part of bankers. The message reads loud and clear that a young person can have an interesting and socially responsive career in banking.

In conclusion, during the spring of 1972, the Lou Harris organization went back to the American public with many of the same questions it had asked in 1970. In the published report of this second survey, Harris observed:

> "...people are well aware of the concern banks and bankers demonstrate in trying to help the local community... people feel the bankers are at least trying to do their part in the community -- even if the negative ratings suggest that sometimes they are not always successful."

FINALISTS

MARGI BOOTH

PETER SMALL

CLIENT:
Coca Cola's Great Olympic Moments

On July 27, 1972, Jesse Owens, Bob Mathias, Peggy Fleming and Johnny Weissmuller stood before 95 members of the press at the Four Seasons Restaurant in New York. They were being honored by The Coca-Cola Company for their outstanding contributions to the Olympic games.

The next day, national newspapers, television and radio reported that The Coca-Cola Company was launching a special promotion to help support America's Olympic team in Munich later that summer.

The awards presentation and subsequent press coverage was part of an unusual public relations program developed by R&F for The Coca-Cola Company. It was called Great Olympic Moments.

In early 1972, The Coca-Cola Company commissioned the Franklin Mint to create a unique series of 17 commemorative medals depicting the outstanding athlete from each of the Olympic Games since 1896 -- the year the Olympics were revived.

The Company's plan was to offer three sets of medals -- in aluminum, bronze and sterling silver -- to consumers through its bottlers across the country. Net proceeds would be donated to the U. S. Olympic Committee to help support America's 1972 team.

Our agency was brought in to develop a comprehensive public relations program that would both focus public attention on the medals and generate nationwide press coverage. The goal: to raise over $100,000 for the U. S. Olympic team.

We believed that it was essential to "breathe life" into the commemorative medals promotion, as the public in the past had been literally deluged with hundreds of medal offerings.

Accordingly, we decided that several of the still-living Olympians who were depicted on the medals -- Peggy Fleming, Johnny Weismuller, Bob Mathias and Jesse Owens -- should be invited to a New York press conference. At the conference, each Olympian would be given, in an "Academy Awards" type ceremony, a specially hallmarked set of the commemorative medals.

We felt it was especially important to have the endorsement of the U. S. Olympic Committee. Once their participation was assured, detailed plans for the conference were mapped out.

A news conference date was selected for the end of July, as the promotion would run throughout August and early September. The Four Seasons Restaurant was chosen as the place for the press conference in keeping with the dignity and significance of the awards to be presented.

The key elements of the news conference were:

- The creation of a ten-minute feature film which highlighted the "great Olympic moment" of each of the four Olympians attending the press conference. The film included the actual footage of these former Olympians winning their gold medals. It was shown to the media at the press conference immediately prior to the medal presentation.

- A comprehensive press kit was prepared containing releases keyed to sports, feature and coin editors. In addition, photos showing the Olympians at their "great moment" with the medals used as an inset, were included. A special "Great Olympic Moments" booklet was also made available.

- Giant blow-ups of each medal were prepared and displayed at the press conference to create an Olympic-like atmosphere for TV cameras filming the cermony.

- A one-minute newsfilm was produced of the news conference. Immediately following the event, the film was distributed to the top 125 television stations across the country.

An important aspect of our assignment was to encourage wide press attendance at the Four Seasons. The media -- national and New York press, radio and television -- were polled at the outset of the promotion, not only to determine their interest in attending the event, but to allow adequate lead-time for stories to appear prior to the news conference.

As part of this pre-conditioning, over 270 individual letters were sent out to the press, suggesting a variety of story angles for feature treatment. The result was that many important publications had stories written on the medals before the event itself.

When July 27th arrived, 95 members of the press came to the Four Seasons where the former Olympians received their sets of specially hallmarked medals. The press turnout was more than anyone had anticipated.

In addition to the stories which had appeared beforehand, publicity on "Great Olympic Moments" included four stories in the New York Times, a feature in Life Magazine, AP and UPI wire stories, and coverage on the major sports and feature pages of the New York metropolitan dailies.

Noted columnist Leonard Lyons mentioned the luncheon and the Olympians in five different columns which were syndicated all over the country.

Most of the local New York television stations carried a report of the medal presentation on the Six O'Clock News that evening. Individual interviews with Olympians were also aired on the Mutual Broadcasting System, AP, WNBC, WMCA, and WINS Radio.

Later that week, Jesse Owens presented a special set of the medals to Dick Cavett and Mike Douglas on their ABC and CBS network shows respectively, citing The Coca-Cola Company for its outstanding contribution to the Olympic games.

But perhaps the "Great Olympic Moment" was when The Coca-Cola Company later that summer turned over $100,000 to the U. S. Olympic Team, the on-target amount which was generated by the sale of the medals.

FINALIST

GILDA MINTZ

CLIENT:
Lenox Temper-Ware

Our long-time client, Lenox Incorporated, considered TEMPER-WARE the most significant new product to be introduced since the original Lenox China formula was developed before the turn of the century.

TEMPER-WARE is a "Super Ceramic" formula of exceptional strength in coordinated freezer-to-oven-to-table dinnerware and cookware. It marked Lenox's entry into the growing $150 million casual dinnerware market, a separate market from fine china, for which Lenox is best known. Lenox wanted this move to be seen as a positive step, as a quest for additional business with a superior product.

From the very beginning, the press introduction was seen as a key part of the marketing plan. It would be the way many retailers around the country would initially learn about TEMPER-WARE. Thus, it would help position TEMPER-WARE to these retailers -- buyers of department, jewelry, gift and specialty stores -- in the way that Lenox wished. In addition, the financial community would be alerted to the new product because it indicated a significant growth in the development of the company.

Lenox asked us to develop a super introduction for this "Super Ceramic." Their objectives were: to achieve maximum impact on the press; to distinguish this new ceramic from other lines on the market; and to show the product characteristics unique to TEMPER-WARE to utmost advantage.

To this we added a further challenge: to find a way to attract editors to a new product introduction in the middle of summer. The press conference was scheduled for mid-July. Obviously, location would be a key factor. After long consideration, we decided on the Pool Restaurant of the Four Seasons. This attractive and prestigious restaurant setting fit in with our summer theme and had the added advantage of being associated with gourmet cooking.

The invitations would be important since they would set the tone for the event and would indicate the importance of this new product thrust by Lenox. Several hundred editors of women's magazines, syndicates, financial and marketing publications, trade books and security analysts were invited to

"COME TO A SUPER COOL POOLSIDE PARTY."

The colorful multi-layered invitation added:

"SEE A NEW SUPER CERAMIC DINNERWARE FROM LENOX."

When fully opened, our theme and rationale behind the party were clearly stated:

COOL IT FOR A MOMENT IN MID-SUMMER
TO PREVIEW
A GALAXY OF POOLSIDE TABLE SETTINGS

INSPIRED BY THE COOKBOOK RECIPES OF
THESE FOUR CULINARY SUPER STARS

To show the functionalism and attractive characteristics of TEMPER-WARE, we felt it important to tie in with gourmet cooking. We enlisted four cookbook celebrities whose recipes could be prepared in TEMPER-WARE and served to guests at the party. These recipes would inspire table settings, the most dramatic way to show dinnerware. Our celebrities included:

James Beard, one of the most prestigious names in the field;

Myra Waldo, the most prolific cookbook author in the country;

Felipe Rojas Lombardi, a protege of Beard, and an up-and-coming name in the field and

Dinah Shore, who had authored "Someone's In The Kitchen With Dinah."

After listing these celebrities, our invitation said: "See and Sample Their Tempting Delights as They Are Created in Lenox's New Super Ceramic Dinnerware." The invitation was an immediate success.

Home Furnishings Daily, a key trade publication, photographed the outside of the invitation and printed it the following day in its widely read FYI column. As a result, Lenox received calls from buyers in different sections of the country wanting to be invited to the party, and the press event received additional exposure.

The invitation attracted over 100 editors from publications such as the New York Times, Fortune, Associated Press, Good Housekeeping, House & Garden, Seventeen, Advertising Age, and Home Furnishings Daily, as well as 25 security analysts. Not only did we have a quantity of publications represented at our poolside, but we also had quality. Almost every decorating editor in the city was present, as were several editors-in-chief.

At the Four Seasons, editors and others found a festive scene with giant helium-filled balloons inscribed with the words "Super Ceramic" suspended from the center of the pool. They were introduced to TEMPER-WARE by eight handsome table settings arranged dramatically around the pool. The settings were designed to coordinate with recipes of the cooking celebrities.

For example, James Beard's Filet of Beef Marinade inspired a contemporary setting emphasizing the roasting dishes as well as the dinnerware. Myra Waldo's Marinated Loin of Pork was shown in a round casserole showing the importance of casseroles. Felipe Rojas Lombardi's Cheese Fondue inspired an informal setting and emphasized the fondue, one of the most important pieces in the cookware line. Dinah Shore's Pecan Crunch Pie inspired a very spritely and colorful coffee and dessert setting. There were a total of eight settings based on two recipes from each of the four authors.

The food, of course, was a major attraction as editors could sample Beard's Pate de Canard, Rojas Lombardi's Chicken Vegetable Casserole, Myra Waldo's Marinated Loin of Pork and Dinah Shore's Cheese Souffle which was cooked in TEMPER-WARE in the Four Seasons kitchen and served right out of the various casseroles.

James Beard attended and his presence lent prestige and credibility to TEMPER-WARE; he seemed omnipresent whether being interviewed on television or meeting editors. Rojas Lombardi gave a demonstration of how to prepare a casserole in TEMPER-WARE and Myra Waldo, who was selected as the General Electric spokeswoman for micro-wave ovens, showed how TEMPER -WARE went into the micro-wave and regular ovens. General Electric installed a complete kitchen so we could show the versatility and functionalism of TEMPER-WARE, graphically demonstrating that TEMPER-WARE goes from freezer-to-oven-to-table-to-dishwasher.

All of these elements -- the invitation, cooking celebrities, table settings, cooking demonstration, the excellent attendance and TEMPER-WARE -- contributed to the quality and volume of the "reviews" which subsequently appeared.

The very next day, the front page of Home Furnishings Daily printed a story with this headline: "Lenox Serves Up New Dish With Casual Tabletop." The lead said, 'Lenox, Inc., best known for its fine china dinnerware and gift lines, has made an extensive first entry into the $150 million casual tabletop market." The story continued inside the paper and gave full details.

Two days later, this same publication featured TEMPER-WARE again on the front page -- this time in color, showing some serving pieces in a design called "Sprite." The following day, marking three times in the same week in this major trade publication, there was a full-page story with three photos, which discussed the press party and buyer reaction to TEMPER-WARE. A reprint of all three articles was sent by Lenox to some 3,000 retailers, providing effective groundwork for company salesmen. Other trade publications also carried stories, as did such publications as Sales Management and Advertising Age.

In the financial field, the press event sparked a story in Investors Reader. TEMPER-WARE stimulated interest among analysts covering the company, and it was advantageous having them learn the news simultaneously with the general and trade press.

The second aspect of our coverage, in the consumer press, began early this year when TEMPER-WARE was in national distribution. In February there was a full-page color table setting in Seventeen magazine. TEMPER-WARE was and will be seen in these important women's publications in the following months: House Beautiful, Bride's, Glamour, Family Circle, American Home, House & Garden, Mademoiselle, and Redbook. We expect additional coverage and interest over the long term from home furnishings editors.

We can safely say that our super cool poolside party had tremendous impact on the press and in the financial community. As for marketing support, Lenox's vice president of advertising and promotion, wrote: "Now that shipments of TEMPER-WARE are going out on a national basis and re-orders are flowing in at a good rate, we can look at the factors in better perspective. Certainly, one of the key elements in the introductory program was the Preview Showing of TEMPER-WARE at the Four Seasons Restaurant in July, 1972 . . . it was a resounding success from a marketing point of view.

"The immediate coverage the trade press gave TEMPER-WARE and our subsequent mailing of this to all accounts was instrumental in creating a favorable image of the line with our dealers and our salesmen."

As a special event, perhaps Home Furnishings Daily summed it up best: "After all, this wasn't your run of the mill press party in some unimaginative showroom. This was class. First class, Not even the mighty Lenox went this route before."

FINALIST

SUZANNE PEDERSON

CLIENT:
First Pennsylvania Corporation

During the nearly three years First Pennsylvania Corporation has been an R&F client, our major efforts have been directed toward: (1) communicating with the financial community; and (2) reinforcing among business groups and the general public the company's leadership in the area of corporate responsibility.

During 1972, First Pennsylvania executives met with more than 1,500 security analysts across the country. This included visits by management to 13 cities -- from Los Angeles to Boston, Cincinnati to Denver -- as well as monthly visits by five or more analysts to corporate headquarters in Philadelphia. In September, Burnham and Company, a leading New York brokerage firm, in its industry review of bank stocks, called particular attention to First Pennsylvania's activity in this area "...First Pennsylvania was one of the first to comprehend the advantages and embark on an aggressive campaign to build a correct image for the company."

In each of the cities visited, we sought ways to reach those members of the business community and general public who were unable to attend the scheduled meetings. The most effective way to do this was through the use of local media -- television, radio and newspapers. Arrangements were made for John Bunting, Chairman and Chief Executive Officer of the corporation, and other members of management, to meet with as many representatives of the local press as possible.

In addition, where time permitted, Mr. Bunting spoke at the graduate schools of colleges and universities located in these cities. Addressing the student bodies of such institutions as Harvard, UCLA, Stamford, University of Chicago, gave an added dimension to the program.

It was equally important to communicate nationally. The New York Times, Wall Street Journal, Fortune, Time, and other publications with widespread readership, were kept abreast of company activities through personal meetings with management and regular distribution of relevant materials. Each of these publications developed significant stories -- in many cases two or three over the course of the year -- which considerably broadened the scope of our communications effort.

First Pennsylvania is a company that recognizes the value of its annual report as a communications tool beyond the presentation of its fiscal position. The corporation's stress on, and participation in socially responsible projects, provided the overall theme for the 1972 report. First Pennsylvania took the innovative step of sharing with its stockholders the views on corporate responsibility of eight experts in various fields.

Mr. Bunting met and talked at length with such leading figures as Ralph Nader, John D. Rockefeller 3rd, Carl Stokes and Dr. Glenn Seaborg to determine in what areas they felt corporations could and should be more socially responsive. These interviews appeared in the annual report and have since received considerable attention from both public and private sectors.

In 1972 First Pennsylvania made the largest single private investment in Israel. Mr. Bunting and other members of management visited Israel to meet with Prime Minister Golda Meir and other high government officials. Meetings were also held with foreign and U.S. reporters from leading publications, which resulted in extensive coverage both here and in Israel. Mr. Bunting also was invited to address the student body of Hebrew University where he received an Honorary Fellowship.

As a leading economist, Mr. Bunting often is called upon to comment on the vagaries of the domestic and international economic situation. Metromedia-TV has frequently invited him to comment on the economy, for use by its syndicates; a weekly Mutual radio show airs his economic insights through a question-and-answer format; major nationally-known forums invite him to speak before their groups. All of this affords the corporation added exposure, direct and oblique.

Our program for First Pennsylvania is a continuing one. Since the corporation maintains an aggressive and progressive attitude toward corporate responsibility, it often must go far afield to tell its story. Only in this way can it be assured of reaching the largest segment of the population and hopefully influence the social postures of other corporations.

FINALIST

BONNIE SCHWARTZ

CLIENT:
Virginia Slims

There are times when a product's market, largely developed via advertising, can be strengthened and even expanded by an imaginative public relations idea. The Virginia Slims American Women's Opinion Poll demonstrates the value of such an idea, fully realized through a creative communications program.

Since its introduction in 1967, Virginia Slims had been promoted as the "You've Come A Long Way, Baby" brand, designed for the contemporary, on-the-go-woman. As a result, Virginia Slims became widely associated with style, taste and the modern pace of the "with it" American woman.

Most of the identification had been achieved through advertising. In 1970, a decision was made to explore what impact public relations could have to further build the brand. R&F, the agency for Philip Morris, accepted the challenge and subsequently developed the most comprehensive study ever undertaken to calibrate women's opinions on the issues of today, from fashions to Vietnam. The effort became the heralded Virginia Slims American Women's Opinion Poll.

A survey of women was conducted by the well-known pollster, Louis Harris with the results revealed at an overflow press luncheon. The public relations benefits were immediate, positive and far-reaching:

- Stories appeared in just about every major newspaper in the country, with Virginia Slims credited in accordance with the positive forward-thinking manner of the brand's image..
- Face-to-face contact was achieved with hundreds of women via audio-visual presentations, which detailed the results of the Poll before national meetings of important women's organizations.
- Dissemination of the Poll facts was achieved via distribution of thousands of copies of purse-sized summary booklets to the memberships of women's organizations.
- Poll results were used as the launching pad for a special series of audio-visual presentations, directed toward influential wive's groups attending those trade conventions considered most important, in a marketing sense, to Virginia Slims and Philip Morris

- Broad awareness of the Poll and Virginia Slims as its sponsor was created through speeches and other written materials. A large number of thought leaders and opinion molders received printed copies of the Poll's major findings as well. This group included key figures in universities, political and religious groups, leaders of national women's civic and philanthropic organizations, governors of each of the 50 states, U. S. senators and congressmen, research organizations, and more. Even the White House requested copies of the published results of the Poll.

The underlying positive message that the Poll communicated was that Virginia Slims is a product uniquely and genuinely interested in its chief customers -- women. Hailed as an extraordinary program in the field of women's opinion, the Poll brought widespread recognition to Virginia Slims through entirely new, non-advertising channels, and in so doing established the brand as a pioneer in the women's market.

FINALIST

JILL TOTENBERG

CLIENT:
American Academy of Family Physicians

The American Academy of Family Physicians is the association of family doctors. Dedicated to promoting family medicine, it seeks to establish the means by which the American public can receive the best possible medical care.

Over the years, R&F has been engaged on a continuing basis to conduct only national publicity programs directed at achieving the widest possible understanding of: (1) the comparatively new medical specialty of Family Practice; and (2) the role of the family doctor as the "quarterback of the health care team." The Academy has a public relations staff to handle local and internal projects.

As the Family Practice specialty was created in 1968, the R&F account team was working to publicize a five year old story. Operating on a limited budget, we had to be especially creative in order to advance the program's goals. While national publicity in recent years has been good, 1972 was a spectacular year. Beginning with a seven-minute CBS Morning News segment and a Phyllis Battelle column in February, there were 49 important publicity features during the year.

Ten major syndicated articles appeared. There were three Associated Press features. And there were two King Features articles, including a photo page entitled, "The Family Doctor: Here He Is," which highlighted the president of the Academy. Other features appeared in Newspaper Enterprise Association, United Features, Copely News Service, North American Newspaper Alliance, and the New York Times News Service.

Newspaper and magazine coverage was equally extensive. The New York Times, Daily News and Grit ran major articles on the Academy and Family Practice. Time, Parents and Good Housekeeping were among the magazines which published materials on the Academy or Family Practice. (Life Magazine had assigned a photo story on the family doctor for spring publication, and interviews were being conducted at the time of the magazine's demise).

In addition to the CBS Morning News features, broadcast coverage of the Family Practice story included "What Every Woman Wants To Know," "Julia Meade and Friends," "Midday," "Monitor" and several local New York radio programs. ABC radio's network show, "Good News," and CBS Radio Network's "Time for Health" also carried lengthy pieces on the subject.

Participation in "VD Blues," the Public Broadcasting System's October special carried on over 200 TV stations, led the list of special projects in which the Academy became involved. We created the format for Academy participation, which involved State Chapters of the Academy providing doctors for local programming following the national telecast. This participation generated extensive local publicity for the Academy throughout the country.

We also made press arrangements for the Academy's annual Scientific Assembly in New York in September. The keynote address by Senator Kennedy was covered by all three major New York newspapers, the wire services, suburban newspapers, and on six local TV stations, all three networks and four local radio stations. A New York Times article about the changing style of the family doctor was distributed nationally through that newspaper's news service. In addition, the conferring of fellowship degrees on Academy members was covered by a UPI photographer.

Over the past several years we have helped the Academy in administrating a journalism competition for the best news article on medicine during each fiscal year.

An Editor's Conference also was conducted in the spring to provide background information for editors on the Academy's position vis a-vis national health insurance, venereal disease environmental pollution and population overcrowding. A number of articles subsequently appeared.

Just as 1972 began with exposure on the CBS Morning News, after a year's intensive effort, on January 15, 1973, the popular "Today Show" ran a ten-minute segment on Family Practice.

We are continuing this program, which is becoming increasingly effective in telling the Family Physician story to the American public.

# # #

GARY WORKS BICENTENNIAL OPEN HOUSE

Gary Works

United States Steel Corporation

Submitted to the

33rd SILVER ANVIL AWARDS COMPETITION

Public Relations Society of America, Inc.

"PERMISSION TO REPRODUCE THIS
MATERIAL HAS BEEN GRANTED BY
United States Steel
Corporation

TO THE EDUCATIONAL RESOURCES
INFORMATION CENTER (ERIC)."

CS 205 226

Summary -- Gary Works Bicentennial Open House

Problem: Unfounded charges regarding the environment, "bigness," profits and taxation were being leveled against U. S. Steel's Gary Works and were gaining public acceptance, posing a growing threat to the plant's long-term prospects and the well-being of 21,000 employees. News releases, media coverage, speeches and other kinds of "take my word for it" communications had not succeeded in dispelling public doubt. If Gary Works were to earn public support, people had to see the plant for themselves. Our mission became: stop telling -- start showing.

Objective: Provide first-hand public exposure to the major elements of modern steelmaking, thus increasing understanding and support for the key contributions made to American life by the plant, corporation and industry. Within the major objective are the following specific objectives:

1. Encourage the public to bear witness to the plant's great progress in environmental improvement and foster understanding of environmental problems.
2. Develop appreciation for large-scale steel production methods which bring about benefits to the consumer.
3. Help the public to realize that adequate earnings are needed to bring about investment and job opportunities.
4. Boost pride among employees, their families and other area residents, stimulating young people to prepare themselves for rewarding careers in steelmaking.

Method: It was decided that the open house should be a continuous, 10-day event, with a goal of attracting in excess of 75,000 people. Such an enormous undertaking would represent the largest and most comprehensive open house ever conducted in the American steel industry. We were planning a large and important communications effort that could be effective only, we reasoned, if large numbers of people took advantage of our invitation to visit the plant.

The timing of the event in the summer of 1976 was determined by several factors. 1.) The year marked the 70th anniversary of Gary Works and the City of Gary. 2.) It was the year in which Gary Works had produced its historic 300-millionth ton, a world record for a single steel plant. 3.) Above all, it was the year of the American Bicentennial. Our Bicentennial event, we decided, would stress the vital role of industry in shaping America's greatness, telling the story of a giant steel mill and its tremendous contribution to the American industrial might of the 200th Century. In the end, the open house became the year's most ambitious and significant Bicentennial event in Northwest Indiana.

A two-dozen-member plant committee worked six months so that the open house would be informative and safe. The complex preparations are documented in a section of this entry.

Attracting 75,000 people called for the use of every possible publicity and advertising technique within a 200-mile radius. Good advance publicity was critical to attract a capacity turnout from the start; word-of-mouth and news reports would supplement attendance as the event continued. "Advance men" were sent to newspapers and broadcasters in major Indiana, Illinois and Michigan cities, doing interviews and delivering releases, photos, film clips and recordings.

Advertising meant placing 470 radio spots on 10 stations in Northwest Indiana, Chicago and Indianapolis; 75 display ads in 16 newspapers in the same area; 33 billboards up to 20 miles away.

Thousand of posters and handbills were distributed to colleges, high schools, libraries, motels, restaurants and the Chicago International Trade Exposition. Letters were sent to 1,500 customers, hundreds of vendors, 500 community groups and 25,000 employees. There were recorded plant telephone messages and a special issue of the Gary Works employee newspaper.

Information -- getting important messages across to visitors -- is divided into four areas, each the subject of a documented section: 1.) Guides and signs; 2.) Exhibits (28 altogether, on 10 major topics); 3.) Preview (a 500-guest gala which highlighted the open house theme; and 4.) Handouts.

Results: The event was engulfed by visitors, all day, every day. The final count reached 107,000, more than 40 percent greater than the crowd expected.

Letters, a card survey and editorial coverage were evaluated to determine if results met the objective. More than 300 thank-you letters were received. Numerous comments on capital investment, job opportunity and the environment showed us that our messages got through. The card sample of 1,250 visitors show 96 percent gained highly favorable attitudes about Gary Works and U. S. Steel, remarking most often about the clean plant and friendly people. Local editorial reaction was meaningful and positive. More than 50,000 visitors discovered that our purified mill water was in fact, clean and drinkable.

The Bicentennial Open House has become a springboard to future public education programs at Gary Works, beginning with plans to conduct public and employee tours on a regular basis.

Rationale: Stop Telling -- Start Showing

For most of the 75 years of our corporate existence, U. S. Steel has been reasonably successful in managing changing attitudes concerning business. But then came the late Sixties and a wildfire of social discontent, catching us ill-prepared. Environmental critics claimed that we were fouling the public's air and water. Other anti-business critics charged that we were too big; that our profits were too big; that we weren't sharing in the cost of public services with enough of our tax dollars.

We -- like most other businesses -- were unaccustomed to confrontation and to the sight of protest groups picketing our plant gates. We were taken into court for several years, and we suffered one corporate black eye after another in the press. We tried telling our story to the public:

> How the hundreds of millions of dollars already spent had eliminated or controlled more than 90 percent of our pollution sources;
>
> Why the bigness in business is not an evil but a necessity in industries like steel; where size means efficiency in operation, assures variety in products and stimulates lower prices;
>
> How our operations, far from being undertaxed, are in fact taxed at nearly prohibitive levels in some locations.

Hostile public attitudes could be managed better, we discovered, if we would stop telling -- start showing.

Except for the people who made their livings at Gary Works, by and large those outside the gates had only a hazy idea of what went on inside the plant. A generation had elapsed since the public had been invited for a visit, when Gary Works and the City of Gary jointly celebrated their 50th anniversaries in 1956. Since then occasional group tours had been arranged for customers, vendors, media, government representatives, and college students. "No time," "would interfere with production," "too expensive" were common reasons not to have another public open house.

Yet as America's Bicentennial approached, people paused for awhile to commemorate the past, assess the present and chart directions to the future. They looked forward to the arrival of the Tall Ships, they formed local Bicentennial Committees, they refought Lexington and Concord and they polished up the old cannon in the town park. But little thought went into that unique force which had done so much to shape America's greatness -- its industry. On the whole, industry sat on the sidelines while our nation celebrated.

It occurred to us that here was a big story that was not being told. The steel industry, and Gary Works in particular, had as much reason to become part of the Bicentennial celebration as any other institution in our land. The year 1976 was a special year in our lives -- and a perfect time for Gary Works to have an open house.

Any public tour program was bound to be expensive. In contrast to advertising programs, costs for tours range in the dollars-per-person rather than the cents-per-thousand. U. S. Steel wound up paying more than $3 to host each visitor to the Gary Works Bicentennial Open House. What could we hope to recover? Better employee morale, an improved image with our customers, more friends in the community all were positive goals. Most of all, we could hope for more knowledge and understanding regarding those major public issues confronting Gary Works. Showing our operations -- our progress -- our problems -- became a logical expense to undertake.

Physical Preparation

Intensive preparation for the Gary Works Bicentennial Open House began in January, 1976, six full months before the actual event. The general superintendent of Gary Works approved the overall concept and appointed a plantwide chairman. The individual selected was an engineer in the plant training department and had just completed an assignment as chairman of a highly successful United Way employee solicitation. In that capacity and in several earlier assignments he had earned the respect and cooperation of people at all levels throughout Gary Works.

The chairman then proceeded to recruit an open house committee, which ultimately numbered about two dozen members from almost every area of the plant. Members were department superintendents or their direct representatives -- proven achievers. Functional areas represented included those departments which would be the sites of walk-through tours, safety, security, medical, public affairs, engineering, maintenance, accounting, industrial engineering, graphics and training. Each of the specialties would play a unique role in bringing about a successful event.

The committee began meeting in February on a monthly basis. The meeting frequency increased gradually, until by late April the committee gathered weekly (often as a smaller "executive committee"). Detailed minutes were taken and circulated until two weeks before the event, by which time most preparations were complete.

Deep involvement of the plant through the committee structure, we felt, was vital for a successful open house. The support of union leaders and members was extremely important. The open house could not succeed as a public affairs project alone -- but rather had to elicit the interest and leadership of plant operating and staff people. Although public affairs specialists were responsible for promotion, all significant decisions about the event were discussed and approved by the committee.

At the outset, decisions involved the most fundamental questions. What would we endeavor to show our visitors? How many people could be accommodated? Since a steel mill must always be concerned with uninterrupted operations and service to customers, what tour format would achieve the objective while causing a minimum of disruption to manpower and production?

Visits by the chairman to other steel plants which had conducted open houses helped the committee to establish a basic tour format: A continuous, 10-day program in mid-July would be aimed at drawing 75,000 visitors. They should be offered the opportunity to see such important and spectacular processes as basic oxygen steelmaking; fire-and-brimstone slab, plate and hot rolling mills; cold sheet processing of auto and appliance steel; and innovative methods of environmental control. The committee decided that four hours would be required for a visitor to see everything he could. It was assumed from the start, however, that there would be the opportunity to pick and choose from among the attractions that would be available. A visitor would be permitted to skip any or all walking tours, remaining on the bus as it proceeded through the plant.

Informative desplays should supplement the tour (see Exhibits section). Refreshments should be offered in view of the tour length and the summer heat. Literature and souvenirs should be developed so that visitors could take our message home with them (see Handouts section). Two big exceptions to long-established industry practice would be made -- cameras would be permitted, and the minimum visitor age would be lowered from 16 to 12.

The committee adopted a basic approach of aiming to show "all the major elements of a modern steel mill."

Another critical decision involved finding a suitable staging area which would offer parking for thousands of cars, allow efficient loading and dispatching of tour buses, and provide space to control the crowds that could be expected. More investigation went into this decision than any other. Ultimately, we chose the Gary Career Center, a modern public vocational high school some distance from the plant but meeting all the basic requirements. The Career Center promised several more advantages. It was an attractive structure which would convey a good first impression of the City of Gary and of our plant. It was situated near major interstate highways and was easy to find. It had a large assembly hall, perfect for exhibits. There were kitchen and dining facilities to serve up hot meals to more than a hundred members of the tour staff assigned to the area -- guides, bus drivers, police, paramedical personnel on duty throughout and others.

Several other key decisions included:

1. Safety equipment and dress requirements -- walking tours were designed to eliminate the need for the traditional hard hat. Plastic visitors glasses would be issued. Short sleeves would be permitted (a departure from industry practice), but no shorts, open-toed shoes or bare midriffs. Dress requirements were publicized well in advance and consistently enforced during the event. These procedures later won praise from the National Safety Council (see clip, Promotion section).

2. A new, air conditioned platform would have to be constructed at the basic oxygen process steelmaking shop, so that tourists could watch in safety and comfort. The shop floor was unsatisfactory for large groups of visitors.

3. An outside stairway had to be built leading to the elevated stairway in the half-mile-long 84-inch hot strip rolling mill, again in the interests of safety and visitor comfort.

4. Refreshment and rest stops had to be located carefully in the plant. Two refreshment stands were decided on -- one midway along the route and the other at the exit of the last walking tour. Portable sanitation units were needed at each bus stop. Water coolers would be provided whenever a stop did not have a refreshment tent.

5. Flags and decorations were critical to enhance and underscore the spirit of a Bicentennial Open House. A total of 250 flags were purchased and adorned almost every light pole at the Career Center and along the route throughout the plant.

6. Adequate crowd control required ropes and stanchions wherever there was the slightest possibility that a visitor could stray from the route. More than a dozen off-duty Gary police would be hired to direct traffic at the Career Center. Another dozen plant security officers would supervise lines in and around the Career Center. More would be stationed at key areas in the plant. All would be linked by portable radio communications.

7. Medical preparations had to be extremely thorough. Beds were located in a Career Center classroom, where a registered nurse and an emergency medical technician (EMT) remained on duty full-time. Three trailers staffed by EMTs were based at key stops in the plant. Two more EMTs patrolled the tour route, on the lookout for a special code sign by bus guides which would indicate a medical problem. All medical personnel had radio contact. On the few medical cases which did occur, response time averaged one minute. These precautions forestalled all but the most minor accidents -- cuts and scrapes. Weather-related problems were few and treated before they could become serious. Visitors had nothing but praise for our medical team.

8. Uniforms were provided for all guides on buses and at the plant walk-through tour sites. The committee agreed that uniforms would convey an added note of professionalism and would contribute to crowd control.

Promotion

An event on the massive scale of the Gary Works Bicentennial Open House required the most comprehensive, imaginative promotion that time and manpower would permit. Potential visitors lived up to 200 miles away from Gary -- people who could drive to Gary in the morning, take the tour and return to their homes late the same day. No stone was left unturned in promoting the event through publicity and advertising. We wanted to make sure that as many people as possible should learn that Gary Works was hosting a spectacular industrial event.

Effective promotion came under the sole direction of public affairs specialists. It had to be approached with a great deal of planning, details of which are brought out in two memoranda immediately following this discussion. Not every idea was implemented, nor did everything go precisely according to schedule, but the existence of a detailed, realistic plan provided us with ample time to realize that the public affairs staff in Gary would have to be augmented temporarily. By early June, the three-member professional staff had been joined by a U. S. Steel public affairs trainee, a student PRSA intern from Ball State University and the editor of the Gary Works employee newspaper. Our ambitious goals never could have been achieved without them.

The kickoff time for the promotion was established as one month in advance of the first day of the open house. On June 16, a major press kit was released to the 100 largest newspapers in Indiana, Illinois and Michigan. "Advance men" made personal deliveries of the kits to editors in large cities such as Chicago, Hammond, Gary, Lafayette, Indianapolis, South Bend, Elkhart, Fort Wayne, Grand Rapids and Kalamazoo, plus smaller cities along their routes. We mailed the kits or releases to 350 other papers, covered by introductory letters to the news editors.

Many broadcasters also received personalized treatment. Under the guidance of the public affairs trainee, a one-minute, color film clip was prepared, showing some of the more vivid and exciting scenes in steel-making. Background mill sounds were dubbed on the clip, and a suggested script was provided for the local announcer's use. About half of the clips were delivered personally. Advance men paid personal visits to radio stations, presenting the news releases and offering to be interviewed for broadcast.

A one-month outdoor advertising saturation campaign also started on June 16 in three Northwest Indiana counties. A total of 33 billboards went up in high-traffic areas, featuring a distinctive logotype in red, white and blue. Although we only purchased the billboards for a month, most of them remained on display through July 25 and the end of the open house.

Sign companies can be somewhat flexible in this respect, since it takes time to get around to all the boards and replace the message then being displayed.

In a few days telephone calls started coming in for more information about the open house, often from people who had thrown their newspapers away, from those who had heard a radio or television report and from people who had seen our billboards. A special response letter was mailed out along with a copy of the directional map. We continued to develop new releases and photos on a weekly basis, on such subjects as tour preparations within the plant and the construction of the exhibit hall. We even highlighted the discovery of an old brass whistle used to signal shift changes, which would be hooked up and blown again during the open house.

We took writers and photographers from Chicago and Northwest Indiana into the plant so that they could see the preparations and do their own coverage. They turned out some fresh and exciting stories and photo pages.

Newspaper and radio advertising began two weeks before the open house in Northwest Indiana, Chicago, and Indianapolis. The ad program served to intensify the interest being developed by the ongoing news coverage. By July 12, our Gary and Chicago public affairs offices each were receiving an average of 200 calls a day for more information.

Our student PRSA intern researched and prepared a list of 500 local community organizations. We sent them invitations and reservation forms to schedule their groups. U. S. Steel purchasing and sales people did the same with several hundred vendors and 1,500 customers. The response resulted in our scheduling an average of 75 groups a day into the open house tours.

Posters and handbills supplemented the publicity. Thousands were distributed within our local plants and to the general public through colleges, high schools, libraries, motels, restaurants and the Chicago International Trade Exposition at Navy Pier.

Employee interest was stimulated through a combination of personal letters, recorded plant telephone messages, and the Gary Works plant newspaper, The Steel Sheet, which contained a special Bicentennial insert (see newspaper and insert -- inside front pocket of this binder).

Implementation of the plan even allowed time for two last-minute additions. With the cooperation of town boards in three Gary suburbs, street banners were placed in the downtown districts. Gary's Mayor happily proclaimed

July 18 through 24 as "Gary Works Bicentennial Open House Week." Documentation is enclosed at the end of this section.

Guides and Signs

Along the tour route through Gary Works, guides and informative signs were the two means by which our visitors learned what was going on. It was essential that the information conveyed by simple, yet complete.

Guides were divided into two major categories -- those who would ride the buses and others who would conduct visitors through walking tours of mill operations. The job of the bus guide may have been the toughest, because he had to know something about everything. He had to explain the safety precautions, tell about the history of the plant, point out the sights and relate it all to the process of steelmaking. The bus guide became a communicator, problem-solver, question-answerer, and U. S. Steel's number one public relations representative.

The bus guide had to know what he was talking about. He had to have resource material and he had to be trained. The primary resource he had to draw upon was a special, 35-page script prepared by the public affairs staff (copy enclosed). The script contained all of the essential information that the guide needed to communicate, plus many interesting details from which he could pick and choose, or use to answer questions. All bus guides and mill guides went through day-long training sessions followed by a ride along the tour route. Although many guides confessed to initial "stage fright," within two days each mastered his job and took extreme pleasure from it. Most put their scripts away and spoke from memory.

Despite the crowds and the heat, at all times our guides remained U. S. Steel's goodwill ambassadors -- smiling and repeating three key phrases: "Thank you very much; I hope you're having a nice time; please keep moving."

Mill guides were trained in standard crowd control and were prepared to answer questions about particular production steps. However, since many areas did not lend themselves to spoken explanations, adequate explanatory signs became very important. Individual departments decided where signs would be necessary, then submitted their orders on a special form prepared for this purpose (enclosed). The order form procedure assured that the right size sign and the best wording would be provided for a particular application. More than 400 special signs were produced for the open house.

Preview

The American Bicentennial was no ordinary year, and Gary Works was staging no ordinary open house. The event practically demanded something to set the entire mood. Plans were made to invite 500 leaders from business, labor, government, media and the community to a preview tour, followed by dinner, but until mid-May we still felt that an important element was missing.

The problem was solved when a Gary Works employee brought in a filmed speech by Richard DeVos, president of Amway Corporation and a nationally recognized proponent of the private enterprise system. Even on film, DeVos and his theme came across with astounding force. There could be no better keynote speaker for our open house, if we could suceed in obtaining him. Fortunately, he agreed, and our guests were treated to one of the most memorable addresses ever delivered in Gary.

When his speech was rebroadcast the following day over local radio, more than three dozen requests for reprints came in. Richard DeVos does not use prepared texts, however, so we accommodated the requests with cassette tape copies.

The Amway president's speech at our preview earned him several more requests for speaking engagements, including one from the lieutenant governor of Indiana.

Results

The results of our open house were every bit as good as we had hoped they would be. Letters, a survey, and editorial reaction supported each other. Gary Works had made definite gains in telling its story to the public. A better base of understanding and support for our operations had been built.

The number of letters was astonishing -- more than 300. Several of them are included.

The survey cards were distributed on several buses during each of the ten tour days, to determine if there was any day-to-day variation in attitudes. Statistical analysis indicates that there was not. Other findings showed that 48 percent of our visitors came from five counties in Northwest Indiana, another 32 percent came from Metropolitan Chicago, and most of the remaining 20 percent came from our 200-mile publicity radius. Newspapers were the most effective promotion channel. Almost two-thirds of those surveyed cited newspapers as their major source of open house information. Slightly more than 10 percent mentioned radio or TV broadcasts.

The most important information we gained from the survey came from the comments. Of those who commented (which was almost everybody) 96 percent expressed, in one form or another, highly favorable attitudes about Gary Works and U. S. Steel. Most often they noted that our operations were much cleaner than they had expected and that our employees were very hospitable.

The Bicentennial Open House has convinced Gary Works management that further tour and economic education programs should be developed. We have since embarked on a five-year economic education program that will incorporate:

1. Continuing public and employee tours;
2. Student tours combined with economics study units at local high schools;
3. Internships at Gary Works for economics instructors, and
4. Major organization of Junior Achievement companies in Gary.